

mo•tiv•a•tion: an internal state that activates goal-oriented behaviour

val•ues: the extent to which people share a belief system shaped by individual, social, and cultural forces



Chapter 4



Motivation and Values

INTRODUCTION

It is estimated that 7 percent of the general population is vegetarian and that an additional 10 to 20 percent of consumers are interested in vegetarian options in addition to their traditional fare of meat. The same study also indicates that women aged 15 to 25 are the group of people who most frequently eliminate meat from their diets.¹ To reach these veggie-lovin' consumers, many companies have developed meat-free products and services. For example, every week Vancouver-based Yves Veggie Cuisine (www.yvesveggie.com) makes 125 tonnes of soy-based meat look-alikes. British Columbia absorbs 30 percent of that; the rest goes to the United States.²

In addition, some major food companies such as Pillsbury are marketing meat-free food like the Green Giant Harvest Burger, and another company, ConAgra Foods, offers a line of meatless meals called "Life Choice."³ Magazines such as *Vegetarian Times* (www.vegetariantimes.com), and *Veggie Life* (www.veggielife.com) as well as organizations such as the Vegetarian Resource Group (www.vrg.org) respond to the growing interest in vegetarianism.

The forces that drive people to buy and use products are generally straightforward, as when a person chooses what to have for lunch. As hard-core vegetarians demonstrate, however, even the consumption of basic food products may be related to wide-ranging beliefs about what is appropriate or desirable. In some cases these emotional responses create a deep commitment to the product. Sometimes people are not even fully aware of the forces that drive them toward some products and away from others. Often these choices are influenced by the person's values—his or her priorities and beliefs about the world.

To understand motivation is to understand *why* consumers do what they do. Why do people choose to bungee jump off a bridge or go whitewater rafting in the Yukon, while others spend their leisure time playing chess or gardening? We do everything for a reason, whether to quench a thirst, to kill boredom, or to attain some deep spiritual experience. Marketing students are taught from day one that the goal of marketing is to satisfy consumers' needs. However, this insight is useless unless we can discover *what* those needs are and *why* they exist. A popular beer commercial asks the question, "Why ask why?" In this chapter we'll find out.

THE MOTIVATION PROCESS

Motivation refers to the processes that cause people to behave as they do. It occurs when a need is aroused that the consumer wishes to satisfy. Once a need has been activated, a state of tension exists that drives the consumer to attempt to reduce or eliminate the need.

This need may be utilitarian (a desire to achieve some functional or practical benefit, as when a person requires a pair of durable sneakers), or it may be hedonic

→ A want is a manifestation of a need. This ad from Singapore reminds us that consumer society tempts us with wants.

Courtesy of M&C Saatchi, Singapore



(an experiential need involving emotional responses or fantasies, as when someone buys special running shoes for a triathlon). The desired end state is the consumer's **goal**. Marketers try to create products and services that will provide the desired benefits and permit the consumer to reduce this tension.

Whether the need is utilitarian or hedonic, a discrepancy exists between the consumer's present state and some ideal state. This gulf creates a state of tension. The magnitude of this tension determines the urgency the consumer feels to reduce the tension. This degree of arousal is called a **drive**. A basic need can be satisfied any number of ways, and the specific path a person chooses is influenced by his or her unique set of experiences and by the values instilled by the culture in which the person has been raised.

These personal and cultural factors combine to create a want, which is one manifestation of a need. For example, hunger is a basic need that must be satisfied by all; the lack of food creates a tension state that can be reduced by the intake of such products as cheeseburgers, Oreo cookies, raw fish, or bean sprouts. The specific route to hunger reduction is culturally determined.

Once the goal is attained, tension is reduced and the motivation recedes (for the time being). Motivation can be described in terms of its strength, or the pull it exerts on the consumer, and its direction, or the particular way the consumer attempts to reduce motivational tension.

MOTIVATIONAL STRENGTH

The degree to which a person is willing to expend energy to reach one goal as opposed to another reflects his or her underlying motivation to attain that goal. Many theories have been advanced to explain why people behave the way they do. Most share the basic idea that people have some finite amount of energy that must be directed toward certain goals.

Biological versus Learned Needs

Early work on motivation ascribed behaviour to instinct, the innate patterns of behaviour that are universal in a species. This view is now largely discredited. For one thing, the existence of an instinct is difficult to prove or disprove. The instinct is inferred from the behaviour it is supposed to explain (this type of circular explanation is called a *tautology*).⁴ It is like saying that a consumer buys products that are status symbols because he or she is motivated to attain status, which is hardly a satisfying explanation.

Drive Theory

Drive theory focuses on biological needs that produce unpleasant states of arousal (such as your stomach grumbling during a morning class). We are motivated to reduce the tension caused by this arousal. Tension reduction has been proposed as a basic mechanism governing human behaviour.

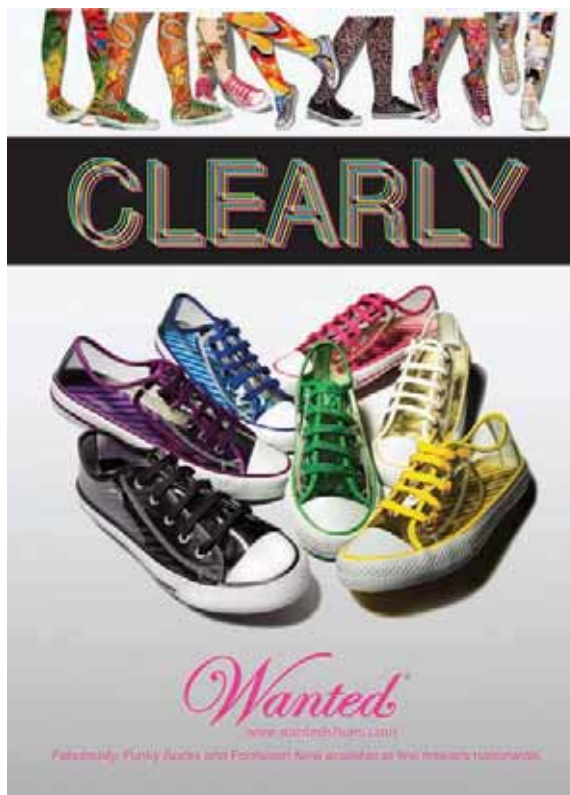
In marketing, tension refers to the unpleasant state that exists if a person's consumption needs are not fulfilled. People may be grumpy if they haven't eaten, or dejected or angry if they cannot afford that new car. This state activates goal-oriented behaviour that attempts to reduce or eliminate this unpleasant state and return to a balanced one, called **homeostasis**.

Those behaviours that are successful in reducing the drive by eliminating the underlying need are strengthened and tend to be repeated. (This aspect of the learning process was discussed in Chapter 3.) Your motivation to leave class early to grab a snack would be greater if you hadn't eaten in 24 hours than if you had eaten only two hours earlier. If you did sneak out and had indigestion after, say, wolfing down a package of chips, this behaviour would be less likely to be repeated the next time you wanted a snack. A person's degree of motivation, then, depends on the distance between his or her present state and the goal.

Drive theory, however, runs into difficulties when it tries to explain some facets of human behaviour that run counter to its predictions. People often do things that increase a drive state rather than decrease it. For example, people may delay gratification. If you know you are going out for a lavish dinner, you might decide to forgo a snack earlier in the day even though you are hungry at that time.

Expectancy Theory

Most current explanations of motivation focus on cognitive factors rather than biological ones to understand what drives behaviour. **Expectancy theory** suggests that behaviour is largely pulled by expectations of achieving desirable outcomes—*positive incentives*—rather than pushed from within. We choose one product



← Wanted is a brand name that is clear about how it wants to be perceived.

Courtesy of Wanted Shoes, Inc.

over another because we expect this choice to have more positive consequences for us. Thus, the term *drive* is used here more loosely to refer to both physical and cognitive processes.

MOTIVATIONAL DIRECTION

Motives have direction as well as strength. They are goal oriented in that specific objectives are desired to satisfy a need. Most goals can be reached by a number of routes, and the objective of marketers is to convince consumers that the alternative they offer provides the best chance to attain the goal. For example, a consumer who decides that he needs a pair of jeans to help him reach his goal of being accepted by others or of projecting an appropriate image can choose among Levi's, Wrangler, GUESS, Calvin Klein, and many other alternatives, each of which promises to deliver certain benefits.

Needs versus Wants

The specific way a need is satisfied depends on the individual's unique history and learning experiences and his or her cultural environment. The particular form of consumption used to satisfy a need is termed a **want**. For example, two classmates may feel their stomachs rumbling during a lunchtime lecture. If neither person has eaten since the night before, the strength of their respective needs (hunger) would be about the same. However, the way each person goes about satisfying this need might be quite different. The first person may be a health-conscious individual who fantasizes about gulping down a big handful of trail mix, while the second person may be equally aroused by the prospect of a greasy cheeseburger and fries.

Types of Needs

People are born with a need for certain elements necessary to maintain life, such as food, water, air, and shelter. These are called *biogenic needs*. People have many other needs, however, that are not innate. *Psychogenic needs* are acquired in the process of becoming a member of a culture. These include the need for status, power, affiliation, and so on. Psychogenic needs reflect the priorities of a culture, and their effect on behaviour will vary in different environments. These differences in cultural values will be discussed later in this chapter.

Consumers can also be motivated to satisfy either utilitarian or hedonic needs. The satisfaction of utilitarian needs implies that consumers will emphasize the objective, tangible attributes of products, such as kilometres per litre of gas in a car; the amount of fat, calories, and protein in a cheeseburger; or the durability of a pair of blue jeans. Hedonic needs are subjective and experiential, leading consumers to rely on a product because it meets their needs for excitement, self-confidence, or fantasy, perhaps to escape the mundane or routine aspects of life.⁵ Of course, consumers may be motivated to purchase a product because it provides *both* types of benefits. For example, a mink coat may be bought because of the luxurious image it portrays *and* because it keeps the wearer warm throughout the long cold winter.

Motivational Conflicts

A goal has *valence*, which means that it can be positive or negative. A positively valued goal is one toward which consumers direct their behaviour; they are motivated to *approach* the goal and will seek out products that will be instrumental in attaining it. However, not all behaviour is motivated by the desire to approach a goal. As we saw in Chapter 3, sometimes consumers are motivated to *avoid* a

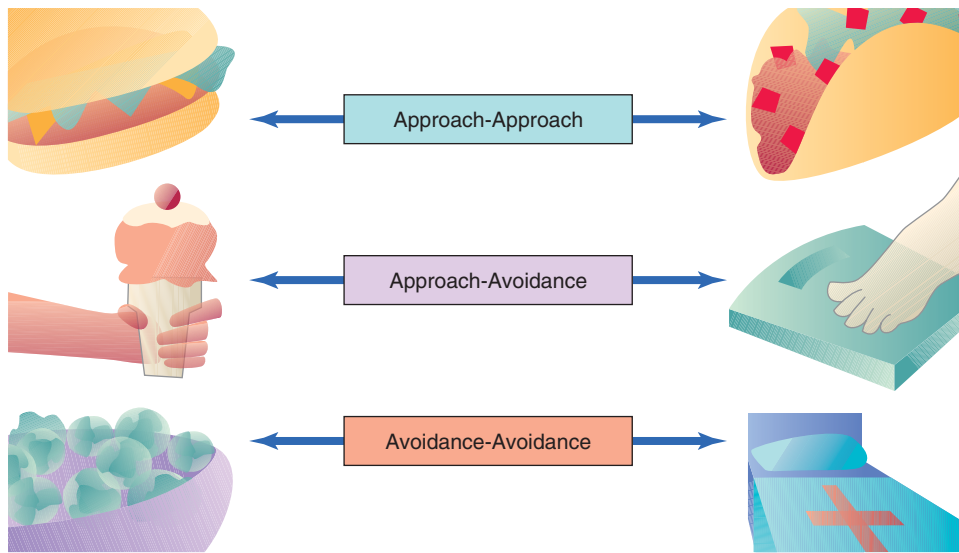


FIGURE 4-1
Three Types of Motivational Conflict

negative outcome. They will structure their purchases or consumption activities to reduce the chances of attaining this end result. For example, many consumers work hard to avoid rejection, a negative goal. They will stay away from products that they associate with social disapproval. Products such as deodorants and mouthwash frequently rely upon consumers' negative motivation by depicting the onerous social consequences of underarm odour or bad breath.

Because a purchase decision may involve more than one source of motivation, consumers often find themselves in situations where different motives, positive and negative, conflict with one another. Since marketers are attempting to satisfy consumers' needs, they can also help by providing possible solutions to these dilemmas. As shown in Figure 4-1, three general types of conflict can occur: approach-approach, approach-avoidance, and avoidance-avoidance.

APPROACH-APPROACH CONFLICT

In an approach-approach conflict, a person must choose between two desirable alternatives. A student might be torn between going home for the holidays or going on a ski trip with friends. Or he or she might have to choose between two CDs.

The **theory of cognitive dissonance** is based on the premise that people have a need for order and consistency in their lives and that a state of tension is created when beliefs or behaviours conflict with one another. The conflict that arises when choosing between two alternatives may be resolved through a process of cognitive dissonance reduction in which people are motivated to reduce this inconsistency (or dissonance) and thus eliminate unpleasant tension.⁶

A state of dissonance occurs when there is a psychological inconsistency between two or more beliefs or behaviours. It often occurs when a consumer must make a choice between two products, both of which possess good and bad qualities.

By choosing one product and not the other, the person gets the bad qualities of the chosen product and loses out on the good qualities of the unchosen one. This loss creates an unpleasant, dissonant state that the person is motivated to reduce. People tend to convince themselves after the fact that choices they made were smart ones by finding additional reasons to support the alternatives they chose, or perhaps by "discovering" flaws with the options they did not choose. A marketer can resolve an approach-approach conflict by bundling several benefits together. For example, Miller Lite's claim that it is "less filling" *and* "tastes great" allows the drinker to "have his beer and drink it too."

→ Häagen-Dazs promises the pleasure of eating ice cream without the caloric overload.

Courtesy of Nestlé Canada

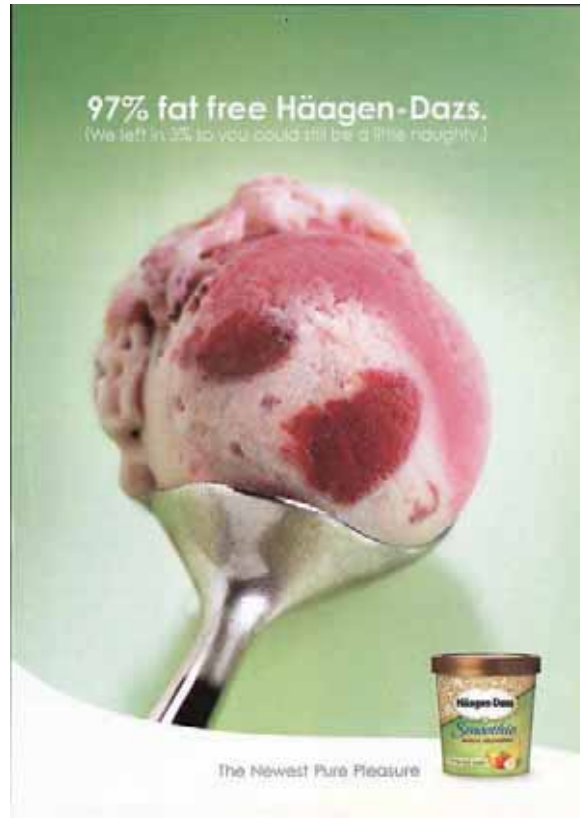


FIGURE 4-2

Types of Needs Defined by Murray

Types of Needs Defined by Murray

Biogenic	Food
	Water
	Air
	Sleep
	Sex
	Shelter
Psychogenic	Dominance
	Superiority
	Emotional Stability
	Achievement
	Compliance
	Order
	Autonomy
	Affiliation
	Analysis
	Dependence
	Self-Depreciation
	Exhibition
	Assistance
	Change
	Endurance
	Aggression
Defence	
Play	

APPROACH-AVOIDANCE CONFLICT

Many of the products and services we desire have negative consequences attached to them as well. We may feel guilty or ostentatious when buying a status-laden product like a mink coat or feel like a glutton when contemplating a bag of potato chips. When we desire a goal but wish to avoid it at the same time, an approach-avoidance conflict exists.

Some solutions to these conflicts include the proliferation of fake furs, which eliminate guilt about harming animals while still allowing you to make a fashion statement, and the success of diet foods, such as Weight Watchers' brands, which promise good food without the calories. Many marketers try to overcome guilt by convincing consumers that they are deserving of luxuries (such as when the model for L'Oréal cosmetics claims, "Because I'm worth it!").

AVOIDANCE-AVOIDANCE CONFLICT

Sometimes consumers find themselves caught "between a rock and a hard place": They face a choice between two undesirable alternatives. A person may be faced with the option of either throwing more money into an old car or buying a new one. Marketers frequently address this conflict through messages that stress the unforeseen benefits of choosing one option (emphasizing special credit plans to ease the pain of new-car payments, for example).

Classifying Consumer Needs

Much research has been done on classifying human needs. On the one hand, some psychologists have tried to define a universal inventory of needs that could be traced systematically to explain virtually all behaviour. One such effort, developed by Henry Murray, delineates a set of psychogenic needs that (sometimes in combination) result in specific behaviours. These needs, shown in Figure 4-2, include



◀ This ambiguous picture would be suitable for the TAT.

Photo courtesy of Judy Zaichkowsky.

such dimensions as autonomy (being independent), defence (defending the self against criticism), and play (engaging in pleasurable activities).⁷

Murray's need structure serves as the basis for a number of widely used personality tests, such as the Thematic Apperception Test (TAT) and the Edwards Personal Preference Schedule (EPPS). In the TAT, test subjects are shown four to six ambiguous pictures and asked to write answers to four *directing* questions about the pictures. These questions are: (1) What is happening? (2) What has led to this situation? (3) What is being thought? (4) What will happen? The subject is allowed four minutes of writing time to answer these questions for each story. Each answer is then content-analyzed for references to certain needs and scored whenever that need is mentioned.

The theory behind the test is that people will freely project their own subconscious needs onto the ambiguous picture. By getting their responses to the picture, you are really getting at the person's true needs for achievement or affiliation or whatever other needs may dominate. Murray believed that everyone has the same basic set of needs but that individuals differ in how they priority rank them.

SPECIFIC NEEDS AND BUYING BEHAVIOUR

Other motivational approaches have focused on specific needs and their ramifications for behaviour. For example, individuals with a high *need for achievement* strongly value personal accomplishment.⁸ They place a premium on products and services that signify success because these consumption items provide feedback about the realization of their goals. These consumers are good prospects for products that provide evidence of their achievements. One study of working women found that those who were high in achievement motivation were more likely to choose clothing they considered businesslike and less likely to be interested in apparel that accentuated their femininity.⁹ Some other important needs that are relevant to consumer behaviour include the following:

- *Need for affiliation* (to be in the company of other people):¹⁰ This need is relevant to products and services that alleviate loneliness and that are consumed among groups of people at places such as athletic venues, bars, and shopping malls.



↑ Alcan appeals to Canadian consumers' need for food safety.

Supplied by ALCAN FOIL PRODUCTS.

- *Need for power* (to control one's environment):¹¹ Many products and services, ranging from “souped-up” muscle cars to hotels, restaurants, and resorts, promise to respond to the customer's every whim, allowing consumers to feel that they have mastery over their surroundings.
- *Need for uniqueness* (to assert one's individual identity):¹² This need is satisfied by products that pledge to accentuate a consumer's distinctive qualities. For example, Cachet Perfume claims to be “as individual as you are.”

MASLOW'S HIERARCHY OF NEEDS

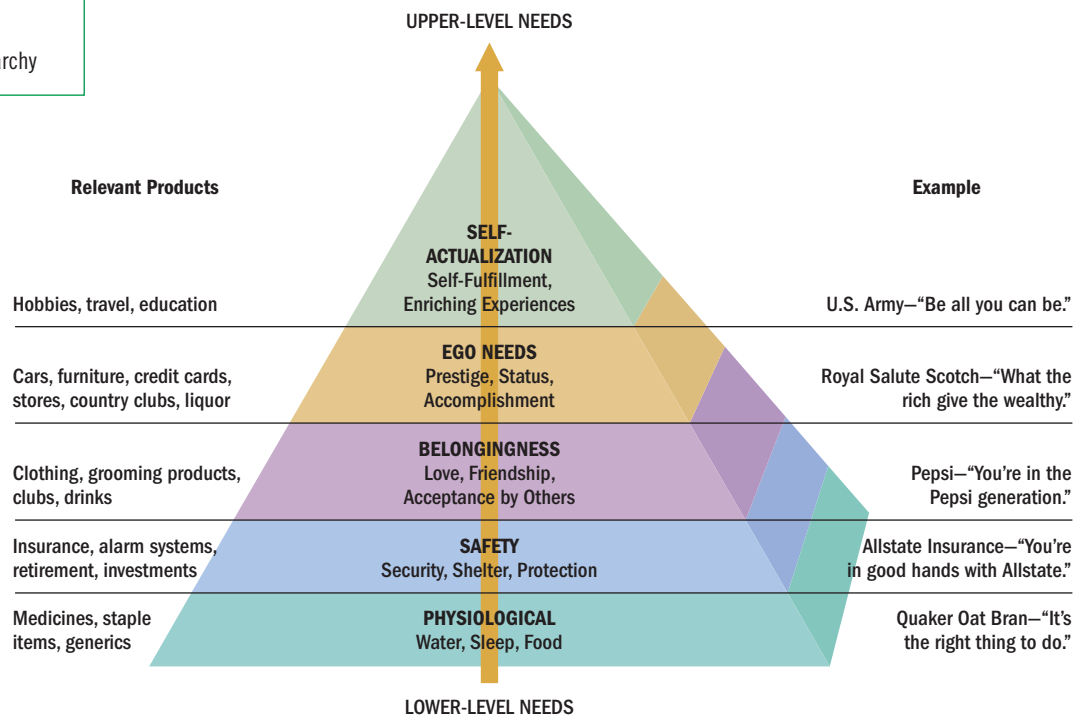
One influential approach to motivation was proposed by the psychologist Abraham Maslow. Maslow's approach is a general one originally developed to understand personal growth and the attainment of “peak experiences.”¹³ Maslow formulated a hierarchy of biogenic and psychogenic needs in which levels of motives are specified. A hierarchical approach implies that the order of development is fixed—that is, a certain level must be attained before the next, higher one is activated. This universal approach to motivation has been adopted by marketers because it (indirectly) specifies certain types of product benefits that people might be looking for, depending on the different stages in their development and/or their environmental conditions.

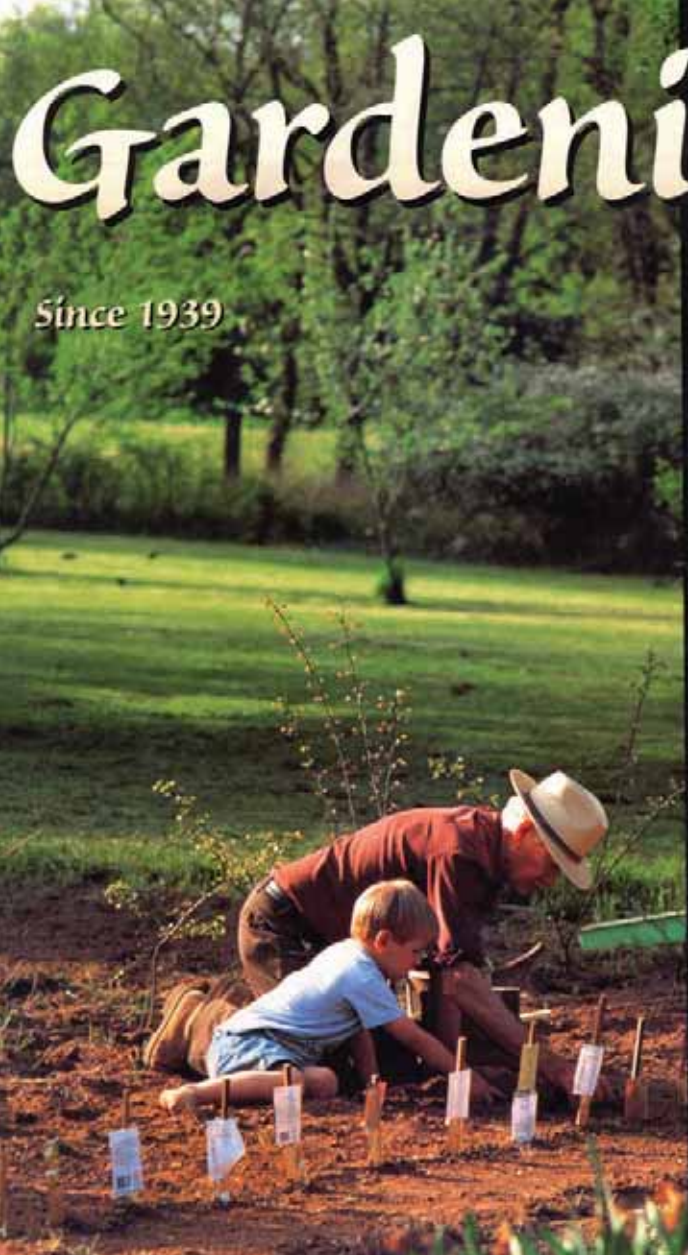
These levels are summarized in Figure 4-3. At each level different priorities exist in terms of the product benefits a consumer is looking for. Ideally, an individual progresses up the hierarchy until his or her dominant motivation is a focus on “ultimate” goals, such as justice and beauty. Unfortunately, this state is difficult to achieve (at least on a regular basis); most of us have to be satisfied with occasional glimpses of peak experiences.

For most Canadians, the biogenic or physiological needs are regularly and easily satisfied. Thus, the higher-level needs are usually dominant. Safety and security become the next driving force of behaviour. These needs are concerned with much more than physical safety. They include order, stability, routine, familiarity, and certainty—the knowledge, for example, that you will eat dinner not only today and

FIGURE 4-3

Levels of Needs in the Maslow Hierarchy



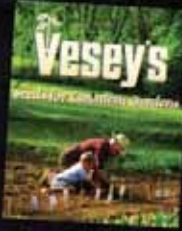


Gardening

Since 1939

is all about give'n take, about sharing and learning. That's why we'd like to share our 2000 seed catalogue with you. Not only is it full of hundreds of flower, vegetable and herb varieties suited to our Canadian growing seasons, it's also loaded with planting information, tips, and knowledge that we've learned over the past six decades.

Please take advantage of this offer and order your free Vesey's seed catalogue today.



Dept. CG0, York
Prince Edward Island
C0A 1P0
1 (800) 363-7333
catalog@veseys.com

← This Vesey's ad appeals to fulfilling social and self-actualization needs through gardening.

Courtesy of Vesey's Seeds Ltd.

tomorrow, but also far into the future. Safety needs are met by unions, social welfare programs, and insurance policies.

Social needs are met by seeking warm and satisfying human relationships. When the social needs are more or less satisfied, the esteem or ego needs emerge. Inwardly directed ego needs reflect an individual's need for self-acceptance, self-esteem, achievement, and success. Outwardly directed ego needs include the needs for prestige, reputation, status, and recognition from others. Most people spend most of their lives trying to fill their ego needs and never move on to the fifth level of self-actualization. This need refers to individuals' desire to fulfill their own potential, to become everything they are capable of becoming, so that they are totally and completely satisfied with their lives.

In summary, Maslow's need hierarchy predicts that higher-order needs become the driving force behind human behaviour as the consumer's lower-level needs are satisfied. The theory says, in effect, that satisfaction does not motivate behaviour; dissatisfaction does. It is important to note that lower needs are never totally satisfied

TABLE 4-1

Maslow's Hierarchy of Gardening

Need	Expression of Need
Physiological	I like to work in the soil.
Safety	I feel safe in the garden.
Social	I can share my produce with others.
Esteem	I can create something beautiful.
Self-actualization	My garden gives me a sense of peace.

Source: Adapted from Kansas State University, Horticulture Department, 1992, cited in "Survey Tells Why Gardening's Good," *Vancouver Sun*, April 12, 1997, B12.

but are ongoing. We do not need to satisfy one need totally before the next level of need motivates our behaviour. Sometimes certain behaviours satisfy two needs at once. For example, a Mercedes might satisfy the safety need and the ego need for prestige. You might be surprised at how often these needs are expressed. Consumers' feelings about the activity of gardening were classified according to Maslow's hierarchy and were found to express needs at all levels. This is shown in Table 4-1.

Although Maslow's theory is interesting and applicable to marketing, it has certain problems. There is no measurement tool for researchers to test the need hierarchy empirically. Also, they cannot measure precisely how well-satisfied one need is before the next higher need becomes operational. Another problem with taking Maslow's hierarchy too literally is that its assumptions may be particular to Western culture. People of other cultures may question the order of the levels as specified. Many Asian cultures operate on the premise that the welfare of the group (belongingness needs) is more highly valued than needs of the individual (esteem needs).

The point is that this hierarchy is widely applied in marketing because it reminds us that consumers may have different need priorities at different times and stages of their lives—not because it *exactly* specifies a consumer's progression up the ladder of needs.

CONSUMER INVOLVEMENT

A consumer's motivation to attain a goal influences his or her desire to expend the effort necessary to attain the products or services believed to be instrumental in satisfying that objective. However, not everyone is motivated to the same extent; that is, one person might be convinced that he or she can't live without the latest style or modern convenience, while another is only marginally interested in these items. **Involvement** can be defined as "a person's perceived relevance of the object based on their inherent needs, values and interests."¹⁴ The word "object" is used in the generic sense and refers to a product (or brand), an advertisement, or a purchase situation. Consumers can find involvement in all these "objects."

Since involvement is a motivational construct, it can be triggered by one or more of the different antecedents shown in Figure 4-4. The antecedents can be something about the person, something about the object, or something about the situation. On the right side of Figure 4-4 are the results or consequences of being involved with the "object." When consumers are intent on doing what they can to

CONCEPTUALIZING INVOLVEMENT

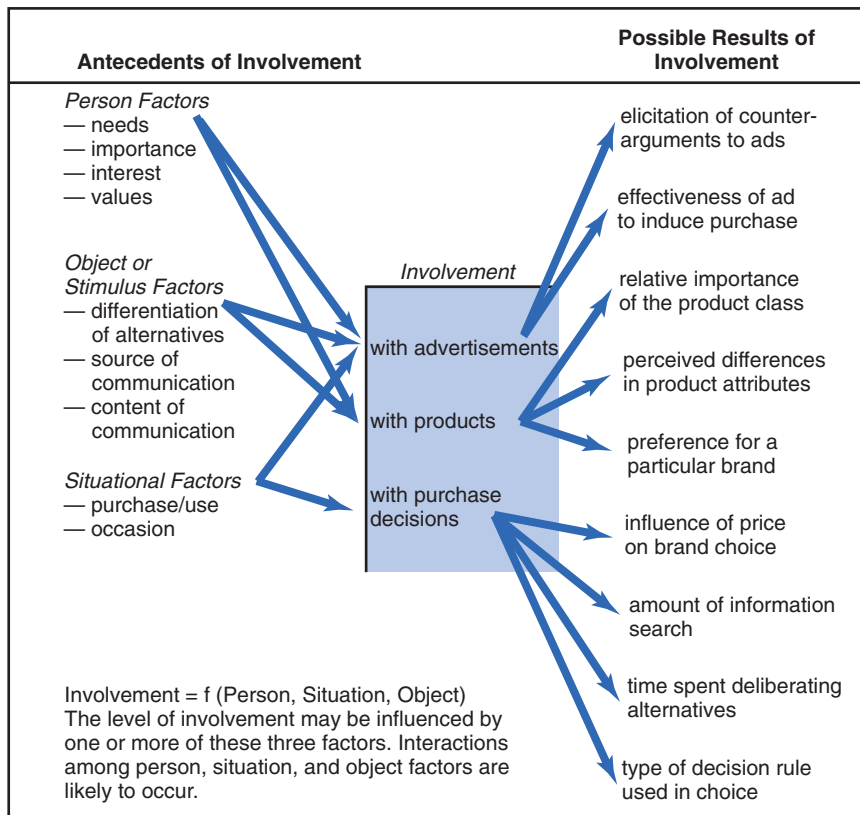


FIGURE 4-4

Conceptualizing Involvement

Source: J.L. Zaichkowsky, "Conceptualizing Involvement," *Journal of Advertising* 15, 2 (1986): 2-14.

satisfy a need, they will be motivated to pay attention to and process any information felt to be relevant to achieving their goals.

Involvement can be viewed as the motivation to process information.¹⁵ To the degree that there is a perceived link between a consumer's needs, goals, or values and product knowledge, the consumer will be motivated to pay attention to product information. When relevant knowledge is activated in memory, a motivational state is created that drives behaviour (e.g., shopping). As involvement with a product increases, people devote more attention to ads related to the product, exert more cognitive effort to understand these ads, and focus their attention more on the product-related information in them.¹⁶

Levels of Involvement: From Inertia to Passion

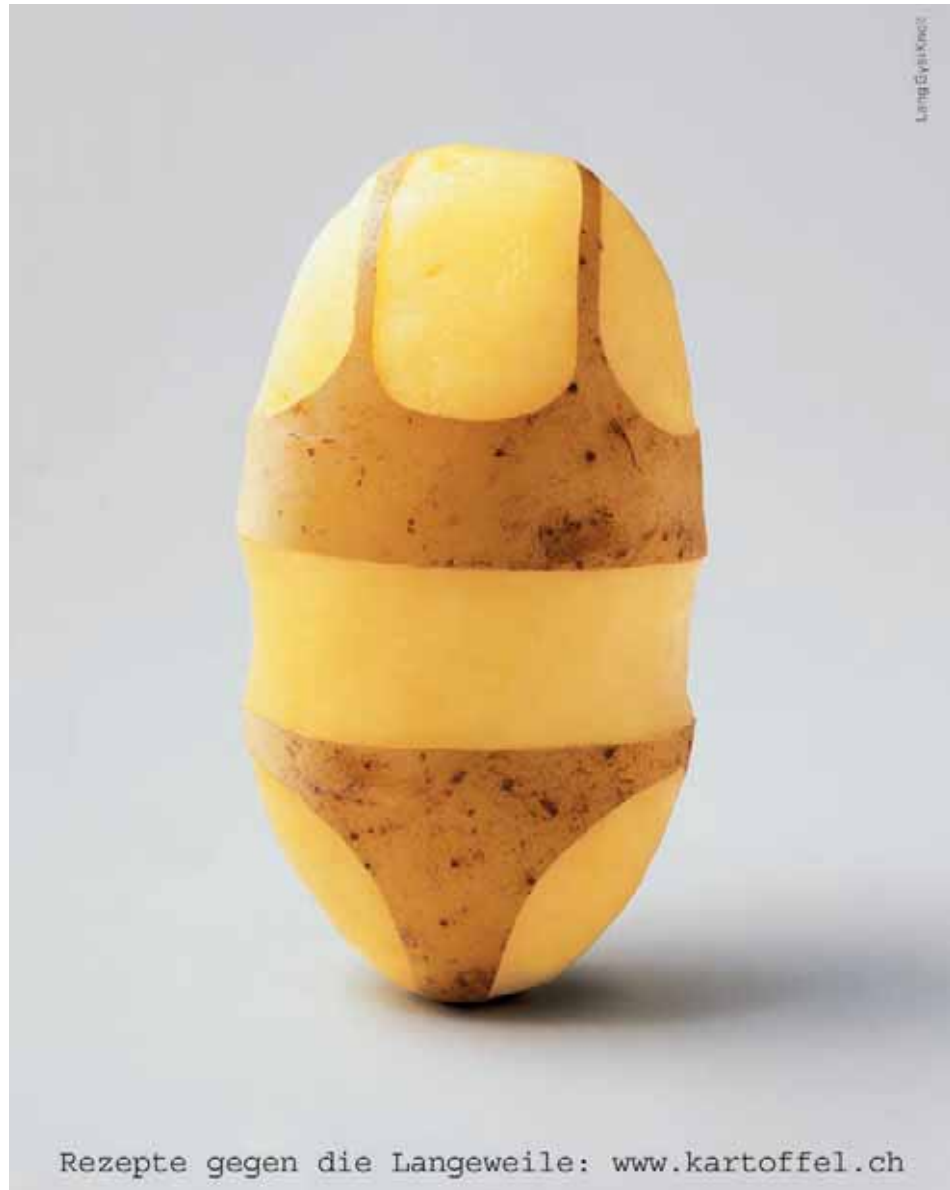
The type of information processing that will occur thus depends upon the consumer's level of involvement. It can range from *simple processing*, in which only the basic features of a message are considered, all the way to *elaboration*, in which the incoming information is linked to pre-existing knowledge systems.¹⁷

A person's degree of involvement can be conceived as a continuum, ranging from absolute lack of interest in a marketing stimulus at one end to obsession at the other. Consumption at the low end of involvement is characterized by **inertia**, where decisions are made out of habit because the consumer lacks the motivation to consider alternatives. At the high end of involvement we can expect to find the type of passionate intensity reserved for people and objects that carry great meaning to the individual.

When consumers are truly involved with a product, an ad, or a website they enter what has been called a **flow state**. This state is the Holy Grail of web designers who want to create sites that are so entrancing the surfer loses all track of time as he

→ The Swiss potato board is trying to increase involvement with its product. The ad reads, “Recipes against boredom.”

Used with permission of Swisspatat.



or she becomes engrossed in the site's contents (and hopefully buys stuff in the process!). Flow is an optimal experience characterized by the following:

- a sense of playfulness
- a feeling of being in control
- concentration and highly focused attention
- mental enjoyment of the activity for its own sake
- a distorted sense of time
- a match between the challenge at hand and one's skills¹⁸

A more sophisticated view of involvement recognizes that besides the level of involvement there may be a type of involvement. A person may be emotionally or affectively involved with an object (such as an advertisement), or rationally or cognitively involved with a product or purchase situation, and so on. The advertising industry has long held this view and advocates different types of advertising strategies depending on the level and type of involvement. This is shown in Figure 4-5.

TYPE OF INVOLVEMENT

Level of Involvement	TYPE OF INVOLVEMENT	
	Cognitive	Affective
High	<ul style="list-style-type: none"> • Car • New products Media: print, information based	<ul style="list-style-type: none"> • Jewellery • Motorcycles Media: TV, image based
Low	<ul style="list-style-type: none"> • Ground beef • Household cleansers Media: 10 sec. IDs, POS reminder	<ul style="list-style-type: none"> • Candy • Liquor Media: POS attention grabbing

FIGURE 4-5
Foote, Cone, and Belding's Involvement and Product Typology

Source: Adapted from Richard Vaughn, "How Advertising Works: A Planning Model," *Journal of Advertising Research* 20 (October 1980): 31. See also Judith Lynne Zaichkowsky, "The Emotional Side of Product Involvement," in *Advances in Consumer Research* 14, eds. Paul Anderson and Melanie Wallendorf (Provo, UT: Association for Consumer Research), 32-35.

CULT PRODUCTS

Cult products command fierce consumer loyalty, devotion, and maybe even worship by consumers who are very highly involved with a brand. These items take many forms, from Apple computers and Harley-Davidson motorcycles to Tim Hortons' doughnuts and Red Bull, not to mention consumers' devotion to recording artists or sports teams.¹⁹ In 2007, for example, a momentous event shook the modern world: Apple started selling its iPhone. Thousands of adoring iCultists around the country waited in front of Apple stores for days to be one of the first to buy the device—even though they could order the phone online and have it delivered in only three days. Somehow that was too long to wait for a cell phone with a touchscreen. As one loyal consumer admitted, "If Apple made sliced bread, yeah, I'd buy it."²⁰



← A maze involves readers in this advertisement for a product extension with a familiar brand name.
Courtesy of Campbell Soup Company.

The Many Faces of Involvement

As previously defined, involvement can take many forms. Involvement can be cognitive, as when a “webhead” is motivated to learn all she can about the latest specs of a new multimedia PC, or emotional, as when the thought of a new Armani suit gives a clothes horse goosebumps.²¹ To complicate matters further, advertisements, such as those produced for Nike or Adidas, may themselves be involving for some reason (because they make us laugh or cry or inspire us to work harder). It seems that involvement is a fuzzy concept because it overlaps and means different things to different people. Indeed, the consensus is that there are actually three broad types of involvement—that related to the product, to the message, or to the situation.²²

PRODUCT INVOLVEMENT

Product involvement is related to a consumer’s level of interest in a particular product. Many sales promotions are designed to increase this type of involvement. Perhaps the most powerful way to enhance product involvement is to invite consumers to play a role in designing or personalizing what they buy. **Mass customization** is the customization and personalization of products and services for individual customers at a mass production price.²³ Improved manufacturing techniques in many industries are allowing companies to produce made-to-order products for many customers at a time.

This strategy applies to a wide range of products and services, from newspaper websites that allow readers to choose which sections of the paper they want to see, to Dell computers you can configure, to Levi’s blue jeans you can buy that have a right leg that’s one inch shorter than the left leg to fit an asymmetrical body (this is more common than you think). Mars Snackfood introduced personalized M&M’s to encourage consumers to bond with its chocolates. At www.mymms.com you can upload a photo and order a batch of M&M’s with a face and personal message printed on the candy shell. Amazon.com offers a version of a book called *The Obama Time Capsule* that a buyer can personalize with her name on the cover as an author, a dedication, or even her picture on a page with “other” celebrities like Oprah Winfrey. Lexus sponsors a project with Time Inc. and American Express Publishing (AEP) to produce a customized magazine it calls *Mine*. Consumers can choose content from a set of magazines such as *Time*, *Sports Illustrated*, and *Food & Wine*, then receive their personalized magazine either in print, online, or via RSS feeds on their cell phones.²⁴

MESSAGE-RESPONSE INVOLVEMENT

Television is considered a low-involvement medium because it requires a passive viewer who exerts relatively little control over content (remote-control “zipping” notwithstanding). In contrast, print media demand high involvement. The reader is actively involved in processing the information and is able to pause and reflect on what he or she has read before moving on.²⁵ The role of message characteristics in changing attitudes is discussed further in Chapter 8.

A variety of marketers are experimenting with novel ways to increase consumers’ involvement with different message formats. Procter & Gamble is going so far as to create a new medium by printing trivia questions and answers on its Pringles’ snack chips using ink made of blue or red food coloring, while a company called Speaking Roses has patented a technology to laser print words, images, or logos on flower petals.²⁶

Another tactic is to create *spectacles* or *performances*, where the message is itself a form of entertainment. In the early days of radio and television, ads literally were performances—show hosts integrated marketing messages into the episodes. Today live advertising is making a comeback as marketers try harder and harder to

captivate jaded consumers. For example, Jimmy Kimmel did a skit on his late-night show about Quiznos.

Marketing performances turn public places into advertising stages when they stage events to promote a brand. To promote the 25th anniversary of the Michael Jackson album *Thriller*, for example, Sony BMG staged a performance on the London Underground. A group of “passengers” suddenly burst into a zombie-like dance before they disappeared into the crowd, and the videotaped scene was posted online. The video inspired similar performances in other countries and within a week more than a million people had downloaded the performances.²⁷ In Hollywood, 500 guests showed up for what they thought was the debut of a new TV series called *Scarlet*. The event was actually part of a new campaign for LG Electronics’ new line of Scarlet televisions.²⁸

The quest to heighten message involvement is also fuelling the rapid growth of **interactive mobile marketing**, where consumers participate in real-time promotional campaigns via their cell phones, usually by text messaging entries to on-air TV contests. These strategies are very popular in the U.K. where revenue from phone and text-messaging services for TV programs brings in almost half a billion dollars a year.

In Canada people now send more text messages than they do emails. Although a handful of TV shows, such as *Canadian Idol*, have invited viewers to use their cell phones to vote on contestants for years, this wasn’t a popular strategy until recently. There was little money to be made because consumers generally paid only about 10 cents per message and the cell phone companies kept most of the revenue. North America has been slow in adopting text voting because programmers have to deal with several time zones and different wireless network technologies, whereas in many other countries there is only one time zone and one dominant wireless network technology. Also, a few major cell phone operators wouldn’t let marketers use their networks because of concerns about network overload. However, this all changed in 2006 when the leading wireless operators agreed on consumer best practices guidelines for text-message voting on TV shows. The guidelines now allow programmers to charge as much as 99 cents a message as long as viewers are aware of the cost. And programmers no longer run the risk of frustrating audience members who have the wrong cell phone service now that all major operators participate.²⁹

PURCHASE SITUATION INVOLVEMENT

Purchase situation involvement refers to differences that may occur when buying the same object for different contexts. Here the person may perceive a great deal of social risk or none at all. What people think when they consume the product for themselves, or when they know others will consume the product they buy, is not always obvious or intuitive. For example, when you want to impress someone, you may try to buy a brand or product with a certain image that you think reflects good taste. When you have to buy a gift for someone in an obligatory situation, like a wedding gift for a cousin you do not really like, you may not care what image the gift portrays, or you may actually pick something cheap that reflects your desire to distance yourself from that cousin.³⁰ Again, some smart retailers are waking up to the value of increasing purchase situation involvement by appealing to hedonic shoppers who are looking to be entertained or otherwise engaged in addition to simply “buying stuff.”³¹ We’ll learn more about how they’re doing this via the creation of themed retailing venues and other strategies in Chapter 10.

Measuring Involvement

The measurement of involvement is important for many marketing applications. For example, research evidence indicates that a viewer who is more involved with a

CB As I See It



Dr. Scott Hawkins *Rotman School of Management, University of Toronto*

Consumers confront a daily barrage of marketing information from an increasing number of sources in a growing variety of contexts. The number, pacing, placement, and complexity of the messages can quickly overwhelm consumers' abilities to process them. In addition, consumers tend to view many marketing claims as irrelevant to their current goals or of trivial value. This suggests that consumers

process many promotional messages with minimal levels of involvement.

Herbert Krugman was one of the first to argue that the high-involvement persuasion model, which portrays advertising as a means to overcome resistant attitudes, might not always offer the most appropriate criteria for gauging advertising effectiveness.¹ He argued that information processed under high involvement can raise consumer defences, whereas information processed under low involvement can have powerful effects on consumers' beliefs because their passive acceptance of messages can (perhaps without their awareness) alter the way they think about products and brands (i.e., incidentally learned information can influence consumers as much as, or even more than, intentionally learned information).

In a series of studies, my colleague and I examined how participants' level of involvement during initial exposure to marketing claims influenced what they learned and what they subsequently came to believe.² Participants rated consumer trivia statements (e.g., "Antihistamines have no effect on the common cold") as more true when they had been exposed to those statements earlier than when they had not (repetition-induced belief). It appeared that the repetition-induced belief resulted from the increased familiarity with the previously exposed claims. That is, repetition increased the familiarity of claims, and familiar claims were judged to be more valid than unfamiliar ones. Moreover, when participants processed the information during initial exposure in a *less* involved way (making a comprehension rating), the effect of repetition on belief became *more* pronounced relative to

the high-involvement condition (making a truth rating). Again, familiarity with the claims helped explain these results.

However, the familiarity of a claim had much less (although still significant) influence on participants' beliefs under high involvement. High-involvement processing leads to greater elaboration, which in turn leads to greater familiarity of the claim. High-involvement processing also produces more evaluative processing, which may limit the effects of familiarity. Thus, repetition of marketing messages can have a particularly strong impact on consumer beliefs under low involvement because consumers are likely to rely on the familiarity associated with the claims to assess their validity.

In another study, my colleague and I tested this interpretation by attempting to increase memory for the claims without also encouraging evaluative processing, which increases the accessibility of relevant prior knowledge. Repetition-induced belief was strongest when subjects engaged in a processing task (rote rehearsal) that increased familiarity without increasing evaluative processing of the information. It is interesting to note that marketers routinely use mnemonic devices such as rote repetition ("How do you spell relief? R-O-L-A-I-D-S") and jingles ("I wish I were an Oscar Mayer wiener") to increase rehearsal without inducing evaluative processing.

The power of simple repetition to build brand knowledge, especially when consumers are relatively uninvolved in processing those messages, seems especially important in a media environment that continues to become more cluttered. In a later study, my colleagues and I examined how greater levels of claim repetition and the relationships among claims can influence belief.³ We found that increasing the number of repetitions of a claim continues to increase belief in that claim, but the greatest impact occurs with the first exposure (i.e., there is some wearout of repetition). In addition, we found that by varying the claims slightly (so that there were multiple claims about related product features that all implied a common benefit), we could increase belief that a product had a general benefit simply by exposing participants to more of the related feature claims. Marketers often use "variations-on-a-theme advertising" that exposes consumers to multiple executions of the same brand benefit, which will not only help keep consumers interested but may also contribute to greater belief in the brand's benefit compared to simple repetition of the same advertising execution.

¹ Herbert E. Krugman, "The Impact of Television Advertising: Learning without Involvement," *Public Opinion Quarterly* 29 (Fall 1965): 349–356.

² Scott A. Hawkins and Stephen J. Hoch, "Low-Involvement Learning: Memory without Evaluation," *Journal of Consumer Research* 19 (September 1992): 212–225.

³ Scott A. Hawkins, Stephen J. Hoch, and Joan Meyers-Levy, "Low-Involvement Learning: Repetition and Coherence in Familiarity and Belief," *Journal of Consumer Psychology* 11 (2001): 1–11.

TABLE 4-2

A Scale to Measure Involvement

1. important	__ : __ : __ : __ : __ : __	unimportant*
2. boring	__ : __ : __ : __ : __ : __	interesting
3. relevant	__ : __ : __ : __ : __ : __	irrelevant*
4. exciting	__ : __ : __ : __ : __ : __	unexciting*
5. means nothing	__ : __ : __ : __ : __ : __	means a lot to me
6. appealing	__ : __ : __ : __ : __ : __	unappealing*
7. fascinating	__ : __ : __ : __ : __ : __	mundane*
8. worthless	__ : __ : __ : __ : __ : __	valuable
9. involving	__ : __ : __ : __ : __ : __	uninvolving*
10. not needed	__ : __ : __ : __ : __ : __	needed

*Indicates item is reverse scored. For example, a score of 7 for item #1 (important/unimportant) would actually be scored as 1.

Note: A check mark ✓ or an X is placed in the appropriate space on each line of the semantic differential scale. Totalling the 10 items gives a score from a low of 10 to a high of 70. Items 1, 3, 5, 8, and 10 measure a more cognitive involvement, while items 2, 4, 6, 7, and 9 capture a more affective type of involvement

Source: Judith Lynne Zaichkowsky, "The Personal Involvement Inventory: Reduction, Revision, and Application to Advertising," *Journal of Advertising* 23, 4 (December 1994): 59–70.

TV show will also respond more positively to commercials contained in that show and that these spots will have a greater chance of influencing his or her purchase intentions.³² One of the most widely used measures of the state of involvement is the scale shown in Table 4–2. It is the most widely used because it is context-free and therefore applicable to products, advertisements, and purchase situations.³³

Teasing out the Dimensions of Involvement

A pair of French researchers devised a scale to measure the antecedents of product involvement. Recognizing that consumers can be involved with a product because it is a risky purchase or because its use reflects upon or affects the self, they advocate the development of an *involvement profile* containing five components:³⁴

1. the personal interest a consumer has in a product category
2. the perceived importance of the potential negative consequences associated with a poor choice of the product (risk importance)
3. probability of making a bad purchase
4. pleasure value of the product category
5. sign value of the product category

These researchers asked a sample of women to rate a set of 14 product categories on the above facets of involvement. The results indicate that no single component captures consumer involvement, since this quality can occur for different reasons. For example, the purchase of a durable product, such as a vacuum cleaner, is seen as risky because one can be stuck with a bad choice for many years. However, the vacuum cleaner does not provide pleasure (hedonic value), nor is it high in sign value (i.e., its use is not related to the person's self-concept). In contrast,

chocolate is high in pleasure value but is not seen as risky or closely related to the self. Dresses and bras, on the other hand, appear to be involving for a combination of reasons.


Segmenting by Involvement Levels

A measurement approach that segments involvement by levels allows consumer researchers to capture the diversity of the involvement construct, and it also allows for involvement to be used as a basis for market segmentation. For example, a yogurt manufacturer might find that even though its product is low in sign value for one group of consumers, it is highly related to the self-concept of another market segment, such as health-food enthusiasts or avid dieters. The company could then adapt its strategy to account for the motivation of different segments to process information about the product.


One study looked at the roles of affective versus cognitive involvement and of level of involvement (high versus low) in promoting Canadian universities. The

→ Canada Post (www.canadapost.ca) may increase message-response involvement with advertisements such as this one that uses a sensory appeal based on touch. Even more ego involving is the option to put your personal photograph on postage (vanity) stamps.

Courtesy of Canada Post.



Nothing says I love you
better than a letter.



researchers found that students with a high level of cognitive involvement conducted an intense search for information about universities, while those students who had a low level of cognitive involvement and were affectively involved made their university choice based mainly on emotional factors.³⁵

Strategies to Increase Involvement

Although consumers differ in their levels of involvement with respect to a product message, marketers do not have to just sit back and hope for the best. By being aware of some basic factors that increase or decrease attention, they can take steps to increase the likelihood that product information will get through. The marketer can enhance the consumer's motivation to process relevant information fairly easily by using one or more of the following techniques:³⁶

- Appeal to consumers' hedonic needs. For example, ads with sensory appeal generate higher levels of attention.
- Use novel stimuli, such as unusual cinematography, sudden silences, or unexpected movements in commercials.
- Use prominent stimuli, such as loud music and fast action, to capture attention in commercials. In print formats, larger ads increase attention. Also, viewers look longer at coloured pictures than at those in black and white.
- Include celebrity endorsers to generate higher interest in commercials. This strategy will be discussed in Chapter 8.
- Build a bond with consumers by maintaining an ongoing relationship with them.

Aside from these guidelines, perhaps the best way to boost consumers' involvement with the marketing messages they see and hear is to let them *make* the messages. As we've already seen, *consumer-generated content* where freelancers and fans film their own commercials for favourite products is one of the hottest trends in marketing right now. This practice creates a high degree of message-response involvement (also called *advertising involvement*), which refers to the consumer's interest in processing marketing communications.³⁷

VALUES

A **value** is a belief that some condition is preferable to its opposite. Many people avidly pursue products and services that will make them look young, believing that this is preferable to appearing old. A person's set of values plays a very important role in his or her consumption activities, since many products and services are purchased because they will (it is believed) help attain a value-related goal.

Two people can believe in the same behaviours (e.g., vegetarianism), but their underlying belief systems may be quite different (e.g., animal activism versus health concerns). The extent to which people share a belief system is a function of individual, social, and cultural forces. Advocates of a given belief system often seek out others with similar beliefs, so that social networks overlap and, as a result, believers tend to be exposed to information that supports their beliefs (e.g., "tree-huggers" rarely hang out with loggers).³⁸

Core Values

More than 8.2 million women in 50 countries read versions of *Cosmopolitan* in 28 different languages. Adapting the *Cosmo* credo of "Fun, Fearless Female" in all these places gets a bit tricky. Different cultures emphasize varying belief systems that define what it means to be female, feminine, or appealing—and what is considered

→ Fluevog shoes appeal to the value of individuality.

Courtesy of Fluevog Shoes.

appropriate to see in print on these matters. In India, you won't come across any *Cosmo* articles about sexual positions. Publishers of the Chinese version aren't even permitted to mention sex, so articles about uplifting cleavage are replaced by uplifting stories about youthful dedication. Ironically, there isn't much down and dirty material in the Swedish edition either—but for the opposite reason: The culture is so open about this topic that it doesn't grab readers' attention the way it would in North America.³⁹

Every culture has a set of values that it imparts to its members. People in one culture might feel that being a unique individual is preferable to subordinating one's identity to the group, while another culture may emphasize the virtues of group membership. A study by Wirthlin Worldwide, for example, found that the most important values to Asian executives are hard work, respect for learning, and honesty. In contrast, North American respondents emphasize the values of personal freedom, self-reliance, and freedom of expression.⁴⁰ And, of course, a culture's values change over time.

These differences in values often explain why marketing efforts that are a big hit in one country can flop in another. For example, a hugely successful advertisement in Japan promoted breast cancer awareness by showing an attractive woman in a sundress drawing stares from men on the street as a voice-over says, "If only women paid as much attention to their breasts as men do." The same ad flopped in France because the use of humour to talk about a serious disease offended the French.⁴¹

Some values are universal. Who does not desire health, wisdom, or world peace? What sets cultures apart is the *relative importance*, or ranking, of these universal values. This set of rankings constitutes a culture's **value system**.⁴²

Every culture is characterized by its members' endorsement of a value system. These end states may not be equally endorsed by everyone, and in some cases values may even seem to contradict one another. (North Americans appear to value both conformity and individuality and seek to find some accommodation between the two.) Nonetheless, it is usually possible to identify a general set of *core values* that uniquely define a culture. These beliefs are taught to us by *socialization agents*, including parents, friends, and teachers. The process of learning the beliefs and behaviours endorsed by one's own culture is termed **enculturation**. In contrast, the process of learning the value system and behaviours of another culture (often a priority for those who wish to understand consumers and markets in foreign countries) is called **acculturation**.

Core values such as equality, youthfulness, achievement, materialism, and activity have been claimed to characterize most Western cultures, but even these basic beliefs are subject to change. For example, the emphasis on youth is eroding as the population ages (see Chapter 14).

How Values Link to Consumer Behaviour

Despite their importance, values have not been widely applied to direct examinations of consumer behaviour. One reason is that such broad-based concepts as freedom, security, or inner harmony are more likely to affect general purchasing patterns than to differentiate among brands within a product category. For this reason, some researchers have found it convenient to distinguish among such broad-based *cultural values* as security or happiness, such *consumption-specific values* as convenient shopping or prompt service, and such *product-specific values* as ease of use or durability.⁴³ For example, people who value group affiliation and approval have been shown to place more importance on style and brand name when evaluating the desirability of clothing products.⁴⁴

A recent study of product-specific values looked in depth at Australians who engage in extreme sports such as surfing, snowboarding, and skateboarding. The researchers identified four dominant values that drove brand choice: freedom, belongingness, excellence, and connection. For example, one female surfer they studied embraced the value of belongingness. She expressed this value by wearing popular brands of surfing apparel even when these major brands had lost their local roots by going mainstream. In contrast, another surfer in the study valued connection; he expressed this by selecting only locally made brands and going out of his way to support local surfing events.⁴⁵

Some aspects of brand image like sophistication tend to be common across cultures, but others are more likely to be relevant in specific places. The Japanese tend to value peacefulness whereas Spaniards emphasize passion, and the value of ruggedness appeals to Americans.⁴⁶ Because values drive much of consumer behaviour (at least in a very general sense), we might say that virtually *all* consumer research is ultimately related to identifying and measuring values. In this section we'll describe some specific attempts by researchers to measure cultural values and apply this knowledge to marketing strategy.

HOFSTEDE'S CULTURAL DIMENSIONS

One of the most widely used measures of cross-cultural values is an instrument developed by a Dutch researcher Geert Hofstede.⁴⁷ This measure scores a country based on its standing on five dimensions so that users can compare and contrast values:⁴⁸

TABLE 4-3

Two Types of Values in the Rokeach Value Survey

Instrumental Values	Terminal Values
Ambitious	A comfortable life
Broadminded	An exciting life
Capable	A sense of accomplishment
Cheerful	A world at peace
Clean	A world of beauty
Courageous	Equality
Forgiving	Family security
Helpful	Freedom
Honest	Happiness
Imaginative	Inner harmony
Independent	Mature love
Intellectual	National security
Logical	Pleasure
Loving	Salvation
Obedient	Self-respect
Polite	Social recognition
Responsible	True friendship
Self-controlled	Wisdom

Source: Richard W. Pollay, "Measuring the Cultural Values Manifest in Advertising," *Current Issues and Research in Advertising* (1983): 71–92. Reprinted by permission of the University of Michigan Division of Research.

- *power distance*—the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally
- *individualism*—the degree to which individuals are integrated into groups
- *masculinity*—the distribution of roles between the genders
- *uncertainty avoidance*—a society's tolerance for uncertainty and ambiguity
- *long-term orientation*—values associated with long-term orientation are thrift and perseverance; values associated with short-term orientation are respect for tradition, fulfilling social obligations, and protecting one's "face"

THE ROKEACH VALUE SURVEY

The psychologist Milton Rokeach identified a set of **terminal values**, or desired end states, that apply (to various degrees) to many different cultures. The *Rokeach Value Survey*, a scale used to measure these values, also includes a set of **instrumental values**, which comprise actions needed to achieve these terminal values.⁴⁹ These two sets of values appear in Table 4-3.

There are a great many differences in the importance of these values to different cultures. Since it is these values that underlie, motivate, and guide our behaviour, we can understand what motivates people's behaviour by understanding the differences in the importance of values. For example, freedom is a very basic and important value in the United States, emanating from the history of the country. A war was fought for "freedom" from Britain, and another was fought to "free" the slaves. The phrases "*freedom*" of expression, "*free*" to bear arms, and "*freedom*" of speech are the basis of the American Constitution and reflect U.S.

culture. In contrast, Canadians focus on equality. Equal access to healthcare and education, and “equality” of the provinces and territories underlie Canadian cultural values.

THE LIST OF VALUES (LOV) SCALE

Although some evidence indicates that these global values do translate into product-specific preferences and differences in media usage, the Rokeach Value Survey has not been widely used by marketing researchers.⁵⁰ As an alternative, the *List of Values (LOV) Scale* was developed to isolate values with more direct-marketing applications.

This instrument identifies nine consumer segments based on the values they endorse and relates each to differences in consumption behaviours. These segments include consumers who place a priority on such values as a sense of belonging, excitement, warm relationships with others, and security. For example, people who endorse the value of a sense of belonging are more likely to read *Reader's Digest* and *TV Guide*, drink and entertain frequently, prefer group activities, and be older than are people who do not endorse this value as highly. In contrast, those who endorse the value of excitement prefer *Wallpaper* and are younger than those who do not.⁵¹

THE MEANS-END CHAIN MODEL

Another research approach that incorporates values is called a *means-end chain model*. This approach assumes that very specific product attributes are linked at levels of increasing abstraction to terminal values. The individual has valued end states, and he or she chooses among alternative means to attain these goals. Products are thus valued as the means to an end. Through a technique called **laddering** consumers' associations between specific attributes and general consequences are uncovered. Consumers are helped to climb up the “ladder” of abstraction that connects functional product attributes with desired end states.⁵²

To understand how laddering works, consider the purchase of a diamond ring to symbolize an upcoming marriage. Concrete attributes such as size and clarity of the stone are parlayed into abstract and emotional values of love and self-esteem. The diamond industry is very good at keeping an artificially high price on a luxury good by linking the size of the diamond to the size of your paycheck, to the size of your love, and to your self-worth.

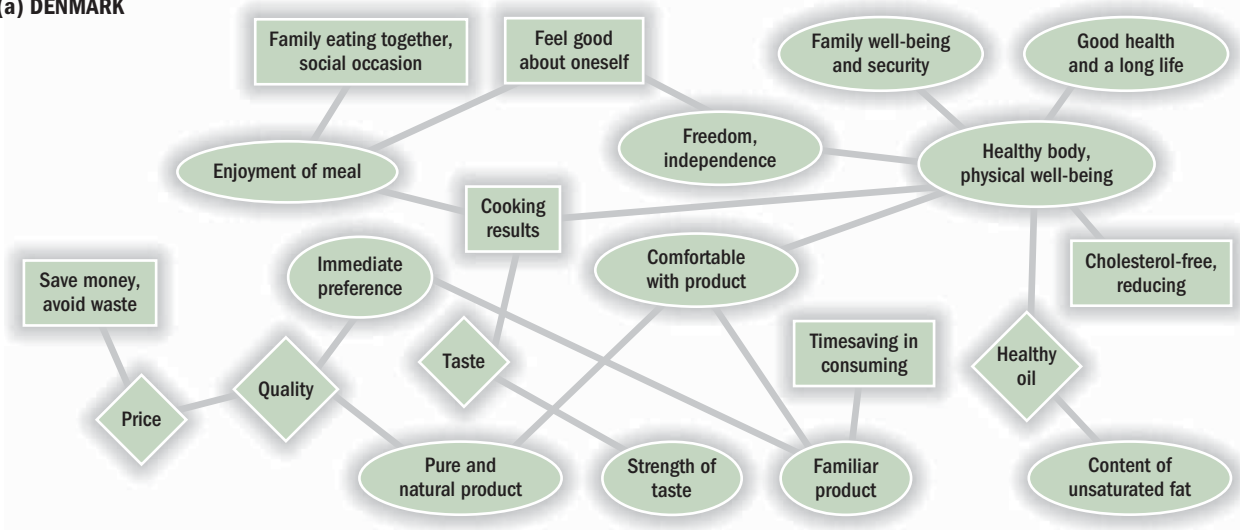
The notion that products are consumed because they are instrumental in attaining more abstract values is central to one application of this technique, called the *Means-End Conceptualization of the Components of Advertising Strategy (MECCAS)*. In this approach, researchers first generate a map depicting relationships between functional product or service attributes and terminal values. This information is then used to develop an advertising strategy by identifying elements such as the following:⁵³

- *message elements*—the specific attributes or product features to be depicted
- *consumer benefits*—the positive consequences of using the product or service
- *executional framework*—the overall style and tone of the advertisement
- *leverage point*—the way the message will activate the terminal value by linking it with specific product features
- *driving force*—the end value upon which the advertising will focus

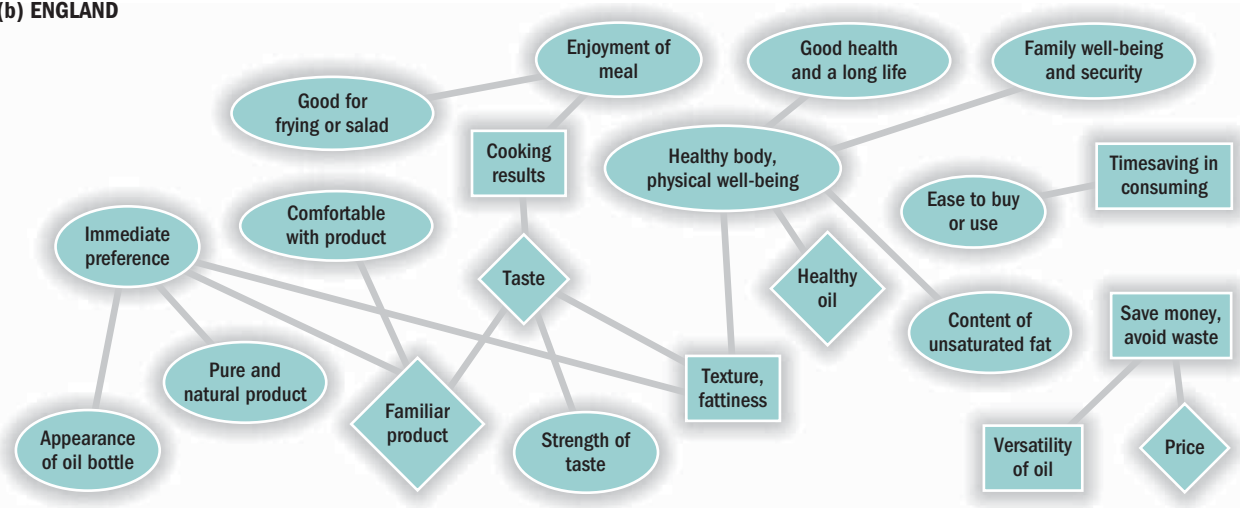
Figure 4–6 shows three different hierarchical value maps from a study of consumers' perceptions of cooking oils in three European countries.⁵⁴ The laddering technique illustrates how different product/values links can be across cultures. For Danish people, health is the most important end state. The British also focus on

FIGURE 4-6 Hierarchical Value Maps for Vegetable Oil in Three Countries

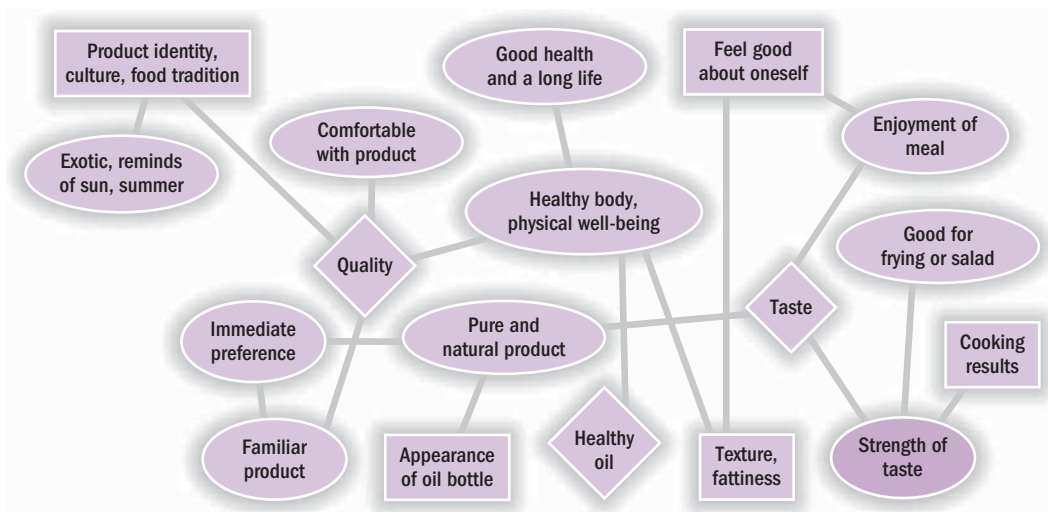
(a) DENMARK



(b) ENGLAND



(c) FRANCE



Source: N.A. Nielsen, T. Bech-Larsen, and K.G. Grunert, "Consumer Purchase Motives and Product Perceptions: A Laddering Study on Vegetable Oil in Three Countries," *Quality and Preference* 9, 6 (1988): 455-466. © 1988 Elsevier. Used with permission.

health, but saving money and avoiding waste are more important for them than for people elsewhere. And unlike the other two countries, French people link oil (especially olive oil) to their cultural identity.

SYNDICATED SURVEYS

A number of companies track changes in values through syndicated, large-scale surveys. The results of these studies are then sold to marketers, who pay a fee to receive regular updates on changes and trends.

This approach originated in the mid-1960s when Playtex was concerned about sagging girdle sales.⁵⁵ The company commissioned the marketing research firm of Yankelovich, Skelly & White to determine the cause. Their research determined that sales had been affected by a shift in values regarding appearance and naturalness. Playtex went on to design lighter, less restrictive garments, while Yankelovich went on to track the impact of these types of changes in a range of industries. Gradually, the firm developed the idea of one big study to track attitudes. In 1970, the Monitor was introduced. It is based on two-hour interviews with 4000 respondents.

This survey attempts to pick up changes in values; for example, it reported a movement among consumers toward simplification and away from hype as people try to streamline their hectic lives and reduce their concerns about gaining the approval of others through their purchases. People who are **voluntary simplifiers** believe that once basic material needs are met additional income does not add to happiness. Simplifiers are into community building, public service, and spiritual pursuits.⁵⁶ Voluntary simplifiers range from senior citizens who downsize their homes to young, mobile professionals who don't want to be tied down to their possessions.

Today, many other syndicated surveys also track changes in values. Some of these are operated by advertising agencies to allow them to stay on top of important cultural trends and help them to shape the messages they craft on behalf of their clients. The VALS segmentation system (more on this in Chapter 6), New Wave (by the Ogilvy & Mather advertising agency), the Lifestyles Study conducted by the DDB Worldwide Communications Group, and Ipsos Reid in Canada survey changes in values of specific groups or industry segments.

As we'll see in later chapters, it's often useful to go beyond simple demographics such as people's ages to understand the values and preferences a group of people might have in common. This philosophy applies to understanding the youth market. We'll show in Chapter 14 that, as much as adults would like to lump all kids together, there are in fact important differences among them in terms of what they value. These priorities may mean that a young person has more in common with another young person halfway around the globe than with the guy sitting in the next seat in homeroom.

CONSCIENTIOUS CONSUMERISM: A NEW CORE VALUE?

Are consumers finally going green—for real? In one survey, 8 out of 10 consumers said they believe it's important to buy green brands and products from green companies and that they'll pay more to do so. The consumer's focus on personal health is merging with a growing interest in global health. Some analysts call this new value **conscientious consumerism**.⁵⁷ In another survey conducted in 2009, 71 percent of consumers agree that they avoid purchasing from companies whose practices they disagree with, and about half claim they tell others to either patronize or avoid certain products based on the manufacturer's social and environmental practices.⁵⁸

However, it's important to note that attitudes don't always predict behaviour (as we'll see in Chapter 7)—especially for pocketbook issues. When people have less money to spend they may not purchase environmentally friendly or healthy

→ Climate Clean is one of several services that lets consumers calculate their carbon footprint and then purchase “offsets” to compensate for the amount of personal pollution their activities create.

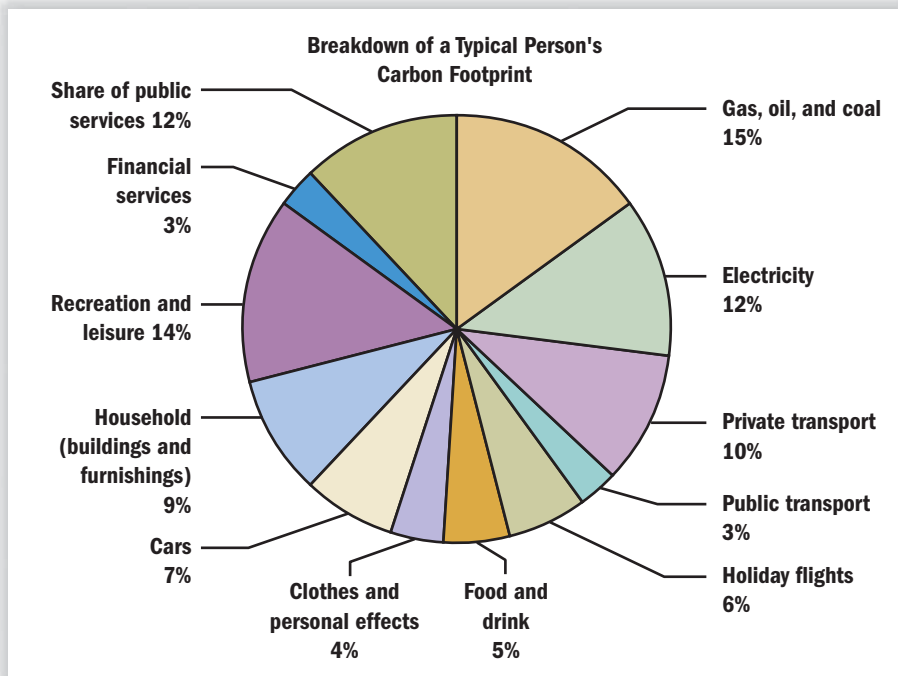
© Climate Clean LLC. Used with permission.



products if they have to pay a premium for them. As the old saying goes, “The road to hell is paved with good intentions.”

Still, it’s clear that values are shifting. In particular, marketers point to a segment of consumers they call **LOHAS**—an acronym for “lifestyles of health and sustainability.” This label refers to people who worry about the environment, want products to be produced in a sustainable way, and spend money to advance what they see as their personal development and potential. These so-called “Lohasians” (others refer to this segment as *cultural creatives*) represent a great market for products such as organic foods, energy-efficient appliances, and hybrid cars as well as alternative medicine, yoga tapes, and ecotourism.⁵⁹ Whereas in the past it was sufficient for companies to offer recyclable products, this new movement is creating a whole new vocabulary as consumers begin to “vote with their forks” by demanding food, fragrances, and other items that are hormone-free, locally grown, cage-free, don’t involve animal clones or animal testing, and are made without genetically modified ingredients (GMOs), just to name a few of consumers’ concerns and requirements.

Although Lohasians have been helping demand for ecofriendly products for several years, the big news today is that conscientious consumerism is now spreading to the mass market. In fact, even the retailing behemoth Walmart is making significant strides in this area. The world’s largest retailer developed a survey called the “Live Better Index” that allows it to monitor customers’ feelings about ecofriendly products. The first wave of research polled more than 2500 consumers on five products: compact fluorescent light bulbs (CFLs), organic milk, concentrated reduced-packaging liquid laundry detergents, extended-life paper products, and organic baby food. Sixty-two percent of respondents said they would buy more ecofriendly products *if* there was no price difference. Nearly half (47 percent) said they completely agree that buying environmentally friendly products makes them feel like smart consumers, and 68 percent agree that “even the small act of recycling at home has an impact on the environment.”⁶⁰ Numerous companies are responding to these desires as they develop “green” formulations or partner with other organizations to promote environmentally friendly behaviour. Clorox teamed up with the Sierra Club to promote a new line of

**FIGURE 4-7**

Carbon Footprint Breakdown

ecofriendly Clorox products in exchange for a share of the profit. The cleaners are made from natural ingredients such as coconuts and lemon oil, contain no phosphorus or bleach, are biodegradable, and are not tested on animals. Their packaging bottles are recyclable and bear the Sierra Club's name and logo—a giant sequoia tree framed by mountain peaks.⁶¹

Ethical behaviour aside for a moment, is there a financial reward waiting for those companies that pay closer attention to what goes into their products and who makes them (e.g., some products made overseas employ young children who work long hours for low pay)? One study that examined this question suggests the answer is yes.⁶² The researchers gave subjects a description of a coffee company that either used or did not use fair trade principles to buy its beans. They found that participants were willing to pay an additional \$1.40 for a pound of the coffee if it was ethically sourced and they were very negative about the company if it did not adhere to these principles. The study obtained similar results for shirts that were made with organic cotton.⁶³

THE CARBON FOOTPRINT AND OFFSETS

A **carbon footprint** measures, in units of carbon dioxide, the impact human activities have on the environment in terms of the amount of greenhouse gases they produce. The average Canadian emits for 9.1 tonnes of CO₂ per year!⁶⁴ As Figure 4-7 shows, a carbon footprint comes from the sum of two parts—the direct, or primary, footprint and the indirect, or secondary, footprint:

1. The *primary footprint* is a measure of our direct emissions of CO₂ from the burning of fossil fuels, including domestic energy consumption and transportation (e.g., cars and planes).
2. The *secondary footprint* is a measure of the indirect CO₂ emissions from the whole life cycle of products we use, from their manufacture to their eventual breakdown.⁶⁵

Marketing Pitfall



How much green is too much? As companies jump on the environmental bandwagon, some make inflated claims about just how green they are. Some marketers fear a backlash they've called **greenwashing** where consumers push back and refuse to believe all the hype. According to one report, almost a quarter of consumers say they have "no way of knowing" if a product is green or actually does what it claims. And big corporations still have their work cut out for them: 41 percent of survey respondents could not name a single company they consider socially and environmentally responsible.⁷²

Thousands of consumers use services such as Climate Clean and TerraPass that sell them *greenhouse gas (GHG) offsets*. These businesses enable individuals and businesses to reduce their GHG emissions by offsetting, reducing, or displacing the GHG to another place, typically where it is more economical to do so. GHG offsets typically include using renewable energy, energy efficiency, and methane capture that reduce the emission of gases that contribute to global warming. For example, if your company flies you to another city for a business trip, it might purchase an "offset" equal to the amount of emissions the airplane created to get you there.⁶⁶

Materialism: "He Who Dies with the Most Toys, Wins"

Although most people don't literally worship material goods, "things" do play a central role in many people's lives and can influence their value systems. **Materialism** refers to the importance people attach to worldly possessions.⁶⁷ We sometimes take the bounty of products and services for granted until we remember how recent this abundance is. For example, in 1950 two out of five homes did not have a telephone, and in 1940 half of all households still did not possess complete indoor plumbing.

Today, though, many consumers now energetically seek "the good life," which abounds in material comforts. Most young people can't imagine a life without cell phones, iPods, and other creature comforts. In fact, one way to think about marketing is as a system that provides a certain standard of living to consumers. To some extent, then, our lifestyles are influenced by the standard of living we have come to expect and desire—either by personal experience or because of the affluent lifestyles we see on TV and in movies.⁶⁸ Materialistic values tend to emphasize the well-being of the individual versus the group, which may conflict with family or religious values. That conflict may help to explain why people with highly material values tend to be less happy.⁶⁹

North Americans inhabit a materialistic society in which people often gauge the worth of themselves and others in terms of how much they own (see Chapter 13). The popular bumper sticker "He Who Dies with the Most Toys, Wins" is a comment on this philosophy.

Shift in Values in the Aftermath of 9/11

September 11, 2001, forced a dramatic and public re-examination of consumer values. The threats to safety and security had a direct impact on businesses ranging from travel and hospitality to home improvement products; even TV programming has been affected as conventional situation comedies and family-oriented shows have re-emerged as favourites after many years of decline.⁷⁰

One of the biggest value shifts is related to consumers' willingness to sacrifice their privacy for security. Polls taken since 9/11 indicate that a large majority favour wider use of facial-recognition systems, and they want closer monitoring of banking and credit-card transactions. Many high-tech surveillance tools that were deemed too intrusive before September 11, including the FBI's "Carnivore" Internet eavesdropping system, are being unleashed. Cameras equipped with facial-recognition software can pick out known criminals in a crowd at airports, stadiums, and other public areas. Cars and cell phones equipped with location-finding technology make it possible to track down people to within about three metres. Meanwhile, sophisticated X-ray machines that can see through people's clothes are widely deployed at airports, in government buildings, and even in corporate lobbies.⁷¹

CHAPTER SUMMARY

IT'S IMPORTANT FOR MARKETERS TO RECOGNIZE THAT PRODUCTS CAN SATISFY A RANGE OF CONSUMER NEEDS.

- Marketers try to satisfy consumer needs, but the reasons any product is purchased can vary widely. The identification of consumer motives is an important step in ensuring that the appropriate needs will be met by a product. Traditional approaches to consumer behaviour have focused on the abilities of products to satisfy rational needs (utilitarian motives), but hedonic motives (such as the need for exploration or fun) also play a role in many purchase decisions.
- As demonstrated by Maslow's hierarchy of needs, the same product can satisfy different needs depending on the consumer's state at the time (i.e., whether basic physiological needs have already been satisfied). In addition to his or her objective situation, the consumer's degree of involvement with the product must also be considered.

THE WAY WE EVALUATE AND CHOOSE A PRODUCT DEPENDS ON OUR DEGREE OF INVOLVEMENT WITH THE PRODUCT, THE MARKETING MESSAGE, AND/OR THE PURCHASE SITUATION.

- Product involvement can range from very low, where purchase decisions are made via inertia, to very high, where

consumers form very strong bonds with what they buy. In addition to considering the degree to which consumers are involved with a product, marketing strategists also need to assess the extent of involvement with marketing messages and with the purchase situation.

OUR DEEPLY HELD CULTURAL VALUES DICTATE THE TYPES OF PRODUCTS AND SERVICES WE SEEK OUT OR AVOID.

- Consumer motivations are often driven by underlying values. In this context, products take on meaning because they are seen as being instrumental in helping the person to achieve some goal that is linked to a value, such as individuality or freedom. Each culture is characterized by a set of core values to which many of its members adhere.

CONSUMERS VARY IN THE IMPORTANCE THEY ATTACH TO WORLDLY POSSESSIONS, AND THIS ORIENTATION IN TURN HAS AN IMPACT ON THEIR PRIORITIES AND BEHAVIOURS.

- Materialism refers to the importance people attach to worldly possessions. Although many people can be described as being materialists, there are indications of a value shift within a sizable portion of the population—especially in the aftermath of 9/11.

KEY TERMS

Acculturation p. 119

Carbon footprint p. 125

Conscientious consumerism p. 123

Cult products p. 111

Drive p. 100

Enculturation p. 119

Expectancy theory p. 101

Flow state p. 109

Goal p. 100

Greenwashing p. 126

Homeostasis p. 101

Inertia p. 109

Instrumental values p. 120

Interactive mobile marketing p. 113

Involvement p. 108

Laddering p. 121

LOHAS p. 124

Marketing performances p. 113

Mass customization p. 112

Materialism p. 126

Motivation p. 99

Terminal values p. 120

Theory of cognitive dissonance p. 103

Value p. 117

Value system p. 119

Voluntary simplifiers p. 123

Want p. 102



Save time. Improve results. Now that you've completed this chapter, be sure to visit **MyMarketingLab** at www.pearsoned.ca/mymarketinglab to help you better understand what you've read. This online homework and tutorial system puts you in control of your own learning with personalized, interactive study and practice tools directly correlated to the material in this textbook.

REVIEW QUESTIONS

1. What is motivation and how is this idea relevant to marketing?
2. Describe three types of motivational conflicts citing an example of each from current marketing campaigns.
3. Explain the difference between a need and a want.
4. What is cognitive dissonance?
5. Name the levels in Maslow's hierarchy of needs and give an example of a marketing appeal that's focused at each level.
6. What is consumer involvement? How does this concept relate to motivation?
7. Why would marketers want their customers to enter into a flow state when shopping for their products?
8. List three types of consumer involvement giving an example of each.
9. What are some strategies marketers can use to increase consumers' involvement with their products?
10. What are values and why should marketers care?
11. What is the difference between enculturation and acculturation?
12. Describe at least two alternative techniques marketing researchers have used to measure values.
13. What is LOHAS and why are people who follow this lifestyle important?
14. What is materialism and why is it relevant to marketing?

CONSUMER BEHAVIOUR CHALLENGE

Discuss

1. "University students' concerns about the environment and vegetarianism are just a passing fad; a way to look 'cool.'" Do you agree? Why or why not?
2. Some market analysts see a shift in values among young people. They claim that the people in this generation have not had a lot of stability in their lives and are fed up with superficial relationships and are yearning for a return to tradition. This change is reflected in attitudes toward marriage

and family. One survey of 22- to 24-year-old women found that 82 percent thought motherhood was the most important job in the world. *Brides* magazine reports a swing toward traditional weddings—80 percent of brides today are tossing their garters, and daddy walks 78 percent of them down the aisle.⁷³ So what's your take on this? Are young people indeed returning to the values of their parents (or even their grandparents)? How have these changes influenced your perspective on marriage and family?

3. Core values evolve over time. What do you think are the 3–5 core values that best describe Canadians now?
4. "High involvement is just a fancy term for expensive." Do you agree? Why or why not?
5. Which of the needs in Maslow's hierarchy do you satisfy when you participate in social networks such as Facebook and MySpace? How could these sites add new features to help you satisfy these needs?
6. The chapter mentions new facial-recognition technology that marketers will soon use to classify shoppers in terms of their appearance so they can serve up ads that appeal to people in certain demographic categories. This makes advertising more useful because it reduces the amount of irrelevant information we will see. Is there a downside to

this technique? Do you see any potential for negative applications that use, for example, racial profiling to decide what information consumers should receive? Do the potential benefits outweigh this issue?

Experiential Exercises

7. Devise separate promotional strategies for an article of clothing, each of which stresses one of the levels of Maslow's hierarchy of needs.
8. Collect a sample of ads that appeal to consumers' values. What value is being communicated in each ad and how is this done? Is this an effective approach to designing a marketing communication?
9. Describe how a man's level of involvement with his car would affect how he is influenced by different marketing stimuli. How might you design a strategy for a line of car batteries for a segment of low-involvement consumers, and how would this strategy differ from your attempts to reach a segment of men who are very involved in working on their cars?
10. Interview members of a celebrity fan club. Describe their level of involvement with the "product" and devise some marketing opportunities to reach this group.

 VIDEO CASE

HALIFAX WASTE MANAGEMENT

Garbage can stink—especially when it is dumped in massive landfill sites! In the early 1990s, residents in the Halifax area decided that they had had enough of the smell, whether it was (literally) in their backyard or wafting in from kilometres away. In response, the Halifax Regional Municipality bought 25 homes located near an active city dump and embarked on a program that has made them a national and world leader in waste management. Their approach has been dubbed the “hybrid Cadillac of landfills.” While the population has increased by 150 000, the amount of annual waste in the municipality has decreased by 100 000 tonnes, dramatically cutting back on their environmental footprint. They continue to work toward a target of 60 percent diversion of solid waste from landfill sites.

One of the greatest challenges has been the buildup of landfill gas caused by errors in sorting household garbage into compostable (wet) and recyclable (dry) waste for curbside pickup. An apple core or banana peel (wet waste) entombed in a plastic bag (dry waste) will slowly biodegrade and emit landfill gas composed largely of odoriferous methane gas. Halifax’s solution is to re-sort dry garbage by putting it through a sieve to remove organic matter, such as those stray apple cores and banana peels, and then composting it for about three weeks before burying it in the landfill site.

The private sector has also offered solutions. David McLennan, for example, devised a way to create renewable energy by capturing methane

gas, converting it to electricity, and selling it to Nova Scotia Power to serve the equivalent of 1500 homes. However, managing consumer waste effectively is a moving target. According to Jim Bauld, manager of solid waste resources, “As more and more products claim to be biodegradable, photodegradable and compostable, the HRM and other municipalities will have to look at new technology for composting and recycling.” Some new products, such as those derived from corn and bamboo or the polylactic acid–based biodegradable clear plastic, are challenging Halifax’s recycling and composting system. Many of these products are manufactured in Europe and Asia.

Questions

1. What are values? What causes shifts in values?
2. Identify specific beliefs that may underlie the value of environmental responsibility.
3. What are the obstacles to consumers taking responsibility for participating fully in waste management programs in their communities?
4. What is the role of the public, private, and NGO sectors in encouraging environmentally responsible waste management?

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