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In their article, "Active Choice: A Method to Motivate Behavior Change," Professors Punam Keller and Bari Harlam studied different kinds of so-called opting behaviors:

1. Opt-in: Check this box if you wish a reminder to . . .
2. Opt-out: Check this box if you do not wish a reminder to . . .

Options 1 and 2 did okay, but the setup that was much more effective was:

3. Check one: I will remind myself to . . .
vs. Yes, please send me a reminder to . . .

Getting reminders is very important to engaging in a variety of behaviors, such as getting flu shots, signing an organ donation card, or enrolling in a company's 401k program.

shoes or women's handbags. Belonging can also be more subtle; many ads appeal to a person's concern with fitting in with the norm. For example, when you start a new job, are you wearing the right clothing? If all your friends drive a hybrid, will they accept you and your SUV? And so on.

At the higher level, the acceptance, by self (esteem) and others (respect) is often signaled by marketers by pointing a consumer to an aspiration group. You might be

a business school student right now, but ads will show you the clothes, restaurants, and cars that the most successful CEOs wear, dine in, and drive. The implication is that you should begin to shape your preferences accordingly so that, when you achieve that CEO status, your purchases will exhibit good taste.

Another way that marketers have used this hierarchy is to offer an extended brand line that encourages a customer to reach ever higher in the pyramid. For example, Mercedes makes their entry-level C-Class for the driver who wants the brand but cannot afford much. Mercedes hopes that drivers will like the C-Class and, when they're ready, trade it in for an E-, then S-, then CL-Class. This product range is a simple manifestation of customer relationship management.

by Southwest Airlines that allows passengers to obtain their boarding pass classification 24 hours prior to the flight, but no sooner. Passengers who wait too long get less desirable status, so many fliers find themselves poised over their keyboard to press the right letters at just the right time. Keyboard pressing is not that different from pigeons pecking.

As any student knows, a big factor in learning and memory is motivation. Thus, we consider it next.

2-3c Motivation

Figure 2.6 depicts psychologist Abraham Maslow's hierarchy of needs. We have to meet basic needs—have food on the table and a roof overhead—before we think about buying nice clothes. Once we have met our basic needs, we are driven by more abstract motivations, such as love and esteem, qualities that begin to define humanity. At the peak of this pyramid is the phrase, self-actualization, an achievement of our ideal self, with no needs, no excessive wants, no jealousies, etc.

One way that marketers use this hierarchy is by identifying their product with a certain level of needs. They use imagery to appeal to those motivations. For example, the VW crash ads appeal to our need for safety. Similarly, the entire Volvo brand is positioned for safety. Beyond cars, other examples involve different kinds of security. For example, in B2B, they used to say, "You won't get fired for buying IBM." Even though IBM was often the most expensive choice, buyers knew that the quality would be good, so any risk-averse buyer would feel security in having chosen a good brand.

Many of us are fortunate enough that our simpler needs are met, so a great number of brands are positioned to heighten a consumer's sense of belonging or, at the next level, social acceptance and respect. Belonging can be signaled by explicitly affiliative products, such as team logos, or by conspicuously branded products, as in certain men's athletic

FIGURE 2.6 Maslow's Hierarchy of Needs

