MOTIVATION RESEARCH

Exploring Product, Service & Brand Equity

Business Strategy Research, LLC

Overview

- **Qualitative research based on in-depth personal interviews.**
- **Developed in the early 1980's.**
- **Represents a cross-fertilization of psychology and marketing / communications disciplines.**
- **Early on, greatest applications of results were for:**
  - **communications strategy, and**
  - **advertising and messaging for consumer products.**
- **Today, it also provides a way to identify and understand:**
  - **brand equity,**
  - **the anatomy of value, and**
  - **drivers of customer loyalty.**
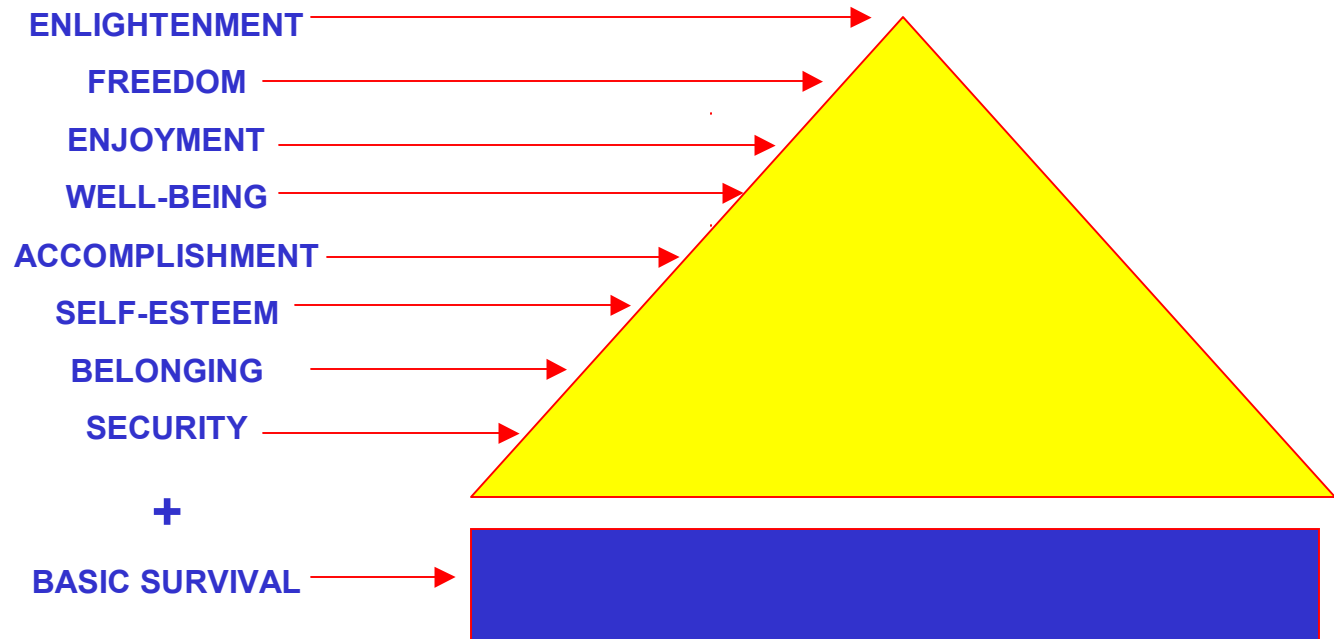- **Can be a powerful tool to help manage brand equity.**

Some Recent Applications

- *Information technology*
  - **Software branding**
  - **IT services**
  - **IT infrastructure and smartcard technology**
- *Life Scientists*
- *Investors and Brokers*
- *Employees*
- *Small Business Decision Makers*
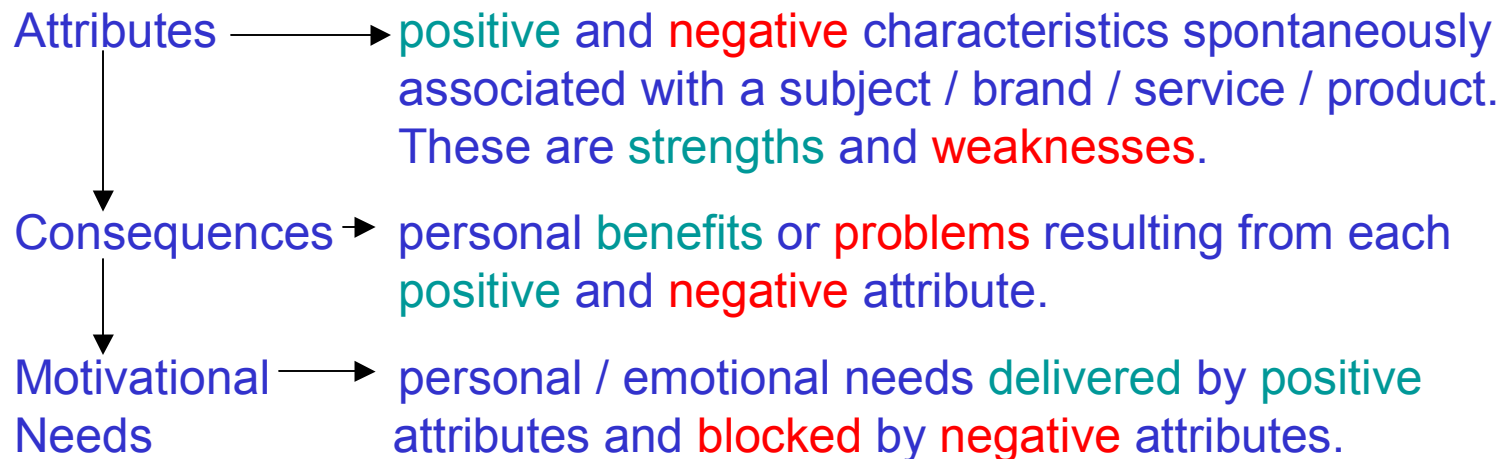
The Psychological Framework
A Hierarchy of Motivational Needs

ENLIGHTENMENT →

FREEDOM →

ENJOYMENT →

WELL-BEING →

ACCOMPLISHMENT →

SELF-ESTEEM →

BELONGING →

SECURITY →

+

BASIC SURVIVAL →

The Marketing / Communications Framework

"Means-End Chain Analysis"

It is a set of attribute - - consequence - - motivational need connections

Attributes → positive and negative characteristics spontaneously associated with a subject / brand / service / product. These are strengths and weaknesses.

Consequences → personal benefits or problems resulting from each positive and negative attribute.

Motivational Needs → personal / emotional needs delivered by positive attributes and blocked by negative attributes.

The Method

- **Personal interviews lasting up to 2 hours.**
- **Using a series of reflective probes, the interviewer "drills down" from attributes to motivational needs.**
- **Imagery is elicited last.**
- **It is therefore possible to identify those attributes that appeal rationally**
  - **and with what motivational / emotional impact.**
- **Products/services must have attributes that appeal rationally to make the consideration set**
  - **but, real purchase or satisfaction drivers will be personal and deeply held motivational needs delivered by the product and its attributes.**

Business Strategy Research, LLC

A Sample Motivation Map

The Structure of Thoughts and Feelings

Positive & Negative Imagery

↑

Segment Subject

↓

Positive & Negative Attributes
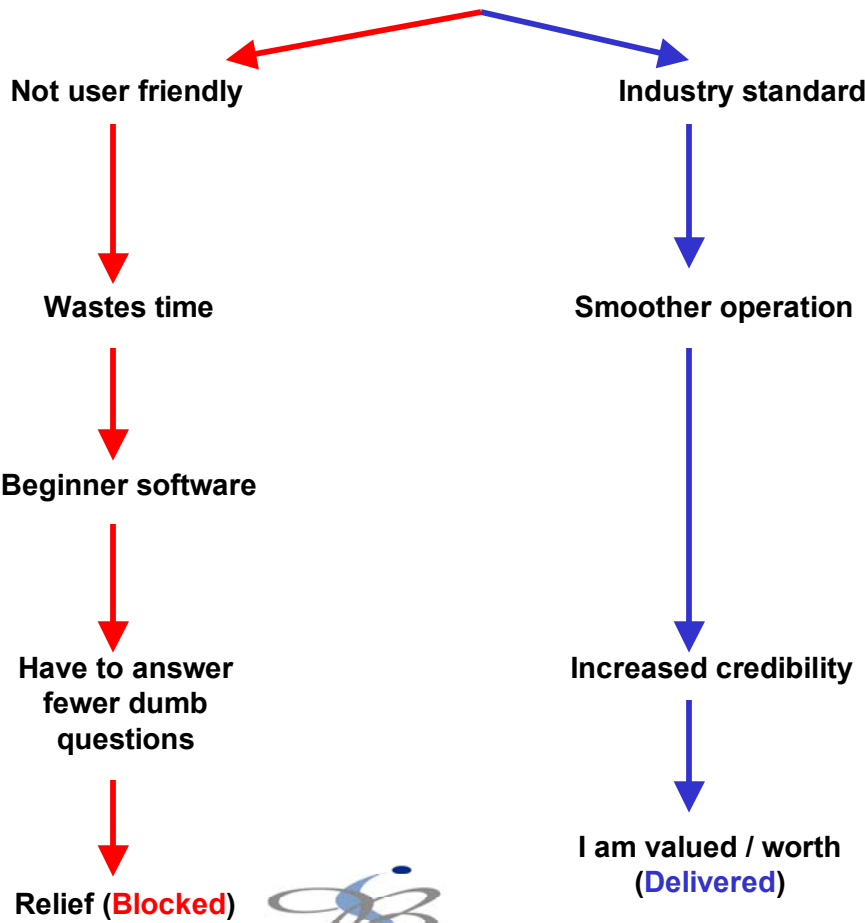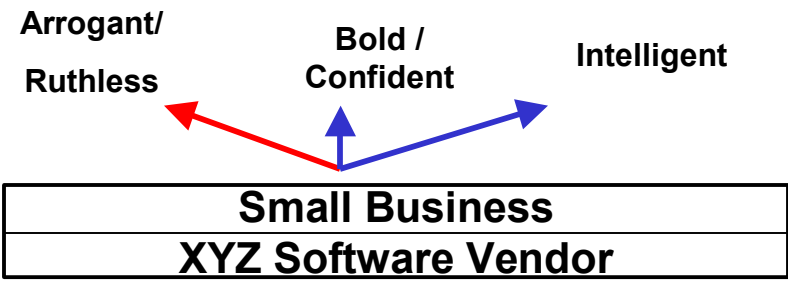
↓

Benefits & Problems

↓

Wants & Needs

↓

Personal Benefits

↓

Motivational Needs

Arrogant/ Ruthless

Bold / Confident

Intelligent

Small Business
XYZ Software Vendor

Not user friendly

Industry standard

↓

↓

Wastes time

Smoother operation

↓

↓

Beginner software

↓

↓

Have to answer fewer dumb questions

Increased credibility

↓

↓

Relief (Blocked)

I am valued / worth (Delivered)

Business Strategy Research, LLC

Levels of Analysis and Synthesis

- **All verbatim comments are *content analyzed* at each structural level (attributes, benefits / problems / motivational needs / imagery.)**

- ***Basic Analysis*: structural motivation map for each subject (positive and negative map.)**

- ***Brand Promise Statements*: based on a synthesis of the motivation maps.**

- ***Gap Analysis*: compares all brands vs. *The Ideal* at all structural levels.**

- ***Opportunities and How to Get There*: messaging strategies based on a synthesis of the gap analysis.**
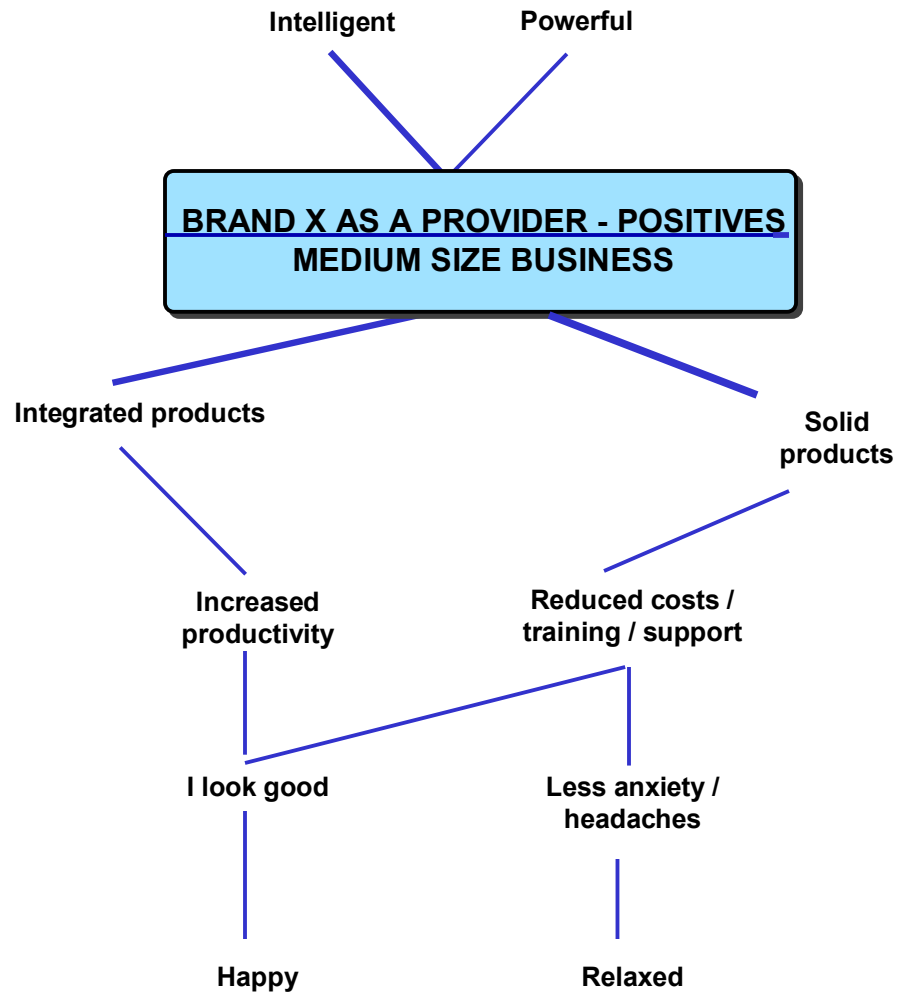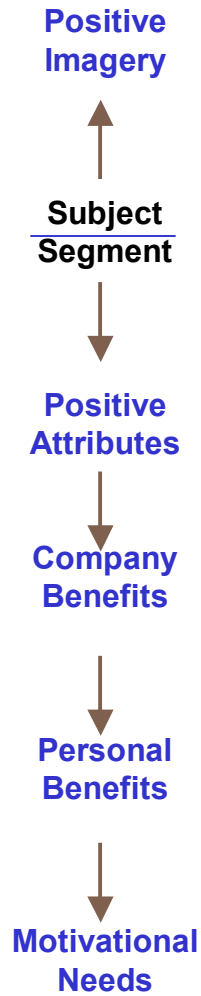
Basic Analyses:
Software Provider Example

"Brand X" as a Software Provider

"Brand Y" as a Software Provider

The Ideal Provider of Software

Positive Imagery

Subject Segment

Positive Attributes

Company Benefits

Personal Benefits

Motivational Needs

Intelligent   Powerful

BRAND X AS A PROVIDER - POSITIVES
MEDIUM SIZE BUSINESS

Integrated products   Solid products

Increased productivity   Reduced costs / training / support

I look good   Less anxiety / headaches

Happy   Relaxed

Business Strategy Research, LLC

Negative Imagery

↑

Subject Segment

↓

Negative Attributes

↓

Company Problems

↓

Personal Problems

↓

Wants & Needs

↓

Personal Benefits

↓

Motivational Needs

Arrogant

Deceptive

BRAND X AS A PROVIDER - NEGATIVES
MEDIUM SIZE BUSINESS

Vaporware

Buggy products

Slow technical support

Increased costs

Downtime

Job harder

I look bad / Less job security

No bugs

Quicker support

Fewer worries

Job easier

Less stress

Peace of Mind

Business Strategy Research, LLC

Positive Imagery

↑

Subject

Segment

↓

Positive Attributes

↓

Company Benefits

↓

Personal Benefits

↓

Motivational Needs

Smart

Young

BRAND Y AS A PROVIDER - POSITIVES
MEDIUM SIZE BUSINESS

Excellent technical support

Listens to customers

Dependable products

Quick fixes / solutions

Better solutions

Business runs smoothly

I look good

Less work

Less stress

Confident

Freedom

Happy

Business Strategy Research, LLC

Negative Imagery

Subject Segment

Negative Attributes

Company Problems

Personal Problems

Wants & Needs

Personal Benefits

Motivational Needs

Insecure

Dishonest

BRAND Y AS A PROVIDER - NEGATIVES
MEDIUM SIZE BUSINESS

Over-aggressive marketing

Software not meet our needs

Work is harder

Tell me the truth

Can plan better

Accomplishment

Relief

I am respected

Positive
Imagery

↑

Subject

Segment

↓

Positive
Attributes

↓

Company
Benefits

↓

Personal
Benefits

↓

Motivational
Needs

Intelligent /
Smart

Innovative

Aggressive

THE IDEAL PROVIDER
MEDIUM SIZE BUSINESS

Responsive to
customers

Products
work

Quick support

Low
prices

Less risk / Things
work

Increased
productivity

Saves time & money

Job easier /
Less work

Increased salary

Calm

Free

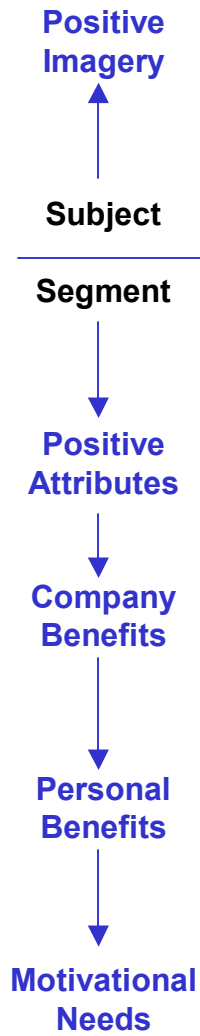Accomplishment

Security

Business Strategy Research, LLC

Current Brand Y Value Promise

Based on a Synthesis of its Motivation Map

CURRENT BRAND PROMISE: BRAND Y

BRAND STRENGTHS

Dependable products

Listens to customers

COMPANY BENEFITS

We get better solutions.

The business runs smoothly.

PERSONAL AND EMOTIONAL BENEFITS

Better solutions mean <u>less work</u> for me.

When the business runs smoothly I am <u>less stressed</u>.

The Motivational Context

Y provides dependable products which help our business run smoothly. Because they listen to their customers we get better solutions.
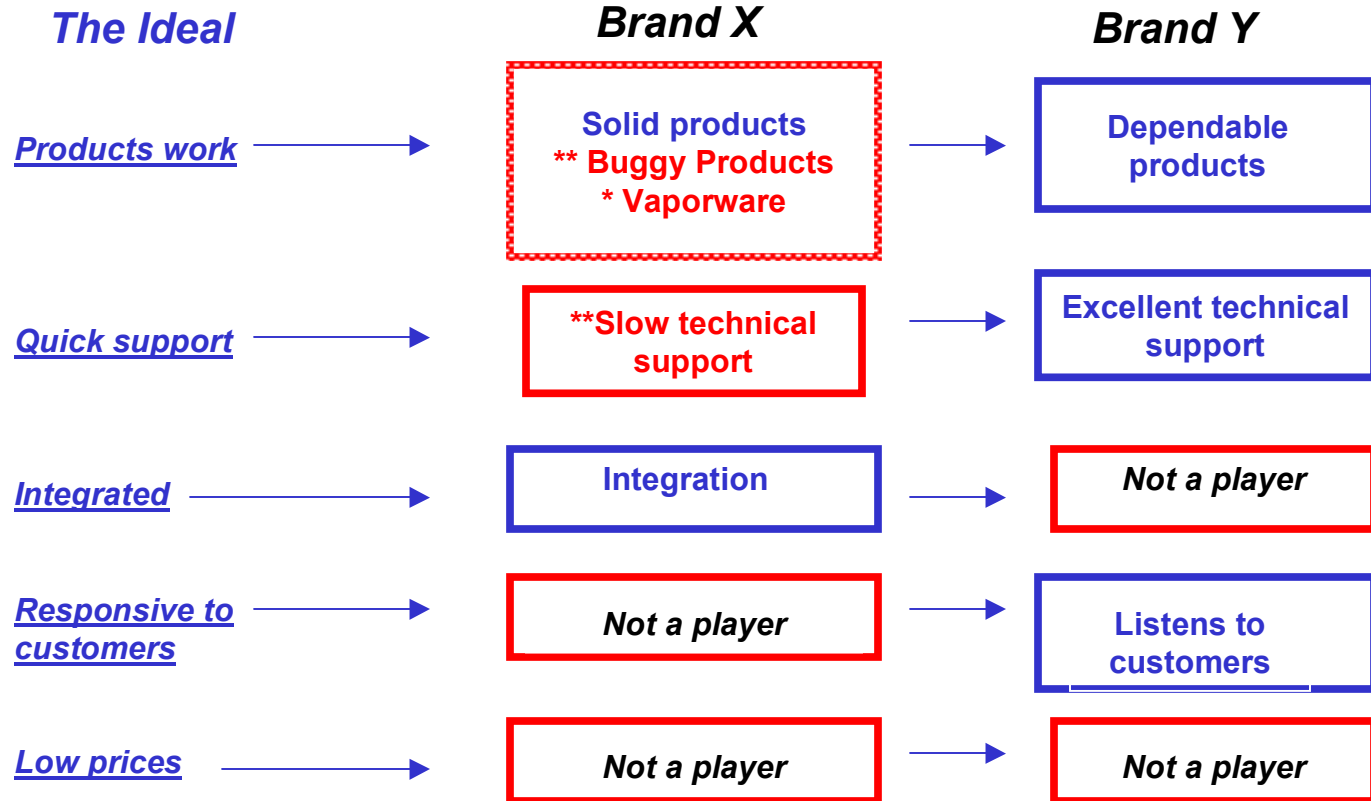
I feel free and happy.

Gap Analysis

**How do Brand X and Brand Y
Align with *the Ideal* at the Attribute Level?**

Positive Brand Attributes: The Ideal *vs*. All Brands

Medium Size Business

The Ideal	Brand X	Brand Y
Products work	**Solid products** **** Buggy Products** *** Vaporware**	**Dependable products**
Quick support	****Slow technical support**	**Excellent technical support**
Integrated	**Integration**	*Not a player*
Responsive to customers	*Not a player*	**Listens to customers**
Low prices	*Not a player*	*Not a player*

* WEAK NEGATIVE   ** STRONG NEGATIVE

Business Strategy Research, LLC

Brand Opportunities and How to Get There

Messaging Strategies

Optimal Positioning Through Messaging / Communications

- **Recommendations are based on a synthesis of the Gap Analysis.**

- **There are many opportunities to optimally position Brand Y and align it with *the Ideal*.**
    - *Take* **unoccupied equity space.**
    - *Contest* **equity space occupied by Brand X.**
    - *Exploit* **Brand X weaknesses.**
    - *Exploit* **/ leverage Brand Y strengths.**
    - *Bolster / reinforce* **weak strengths of Brand Y.**
    - *Counter* **Brand Y weaknesses.**

Opportunities For Brand Y - Brand Attribute Level

Segment   The Ideal   Marketing Action
                        Brand Attributes / Strengths   for Brand Y
                              (Rank Order)

Medium Size   1   **Products work**   ***Contest* Brand X strength by *leveraging* Brand Y strength and *exploiting* Brand X weakness.**

Business

                    2   **Quick support**   ***Exploit* Brand X weakness / *exploit* Brand Y strength.**

                    3   **Integration**   ***Contest* Brand X strength / *bolster* Brand Y.**

                    4   **Responsive to customers**   ***Exploit* Brand Y strength / Brand Y owns this space.**

                    5   **Low prices**   ***Take* unoccupied space / *bolster* Brand Y.**

Business Strategy Research, LLC

Why Do Motivation Research?

- Delivers actionable information that is simple to understand.
- You will hear the true voice of the customer (your customers and competitors' customers) in their own words.
- Can be stand-alone research or provide input into larger scale quantitative research regarding customer loyalty, etc.
- It adds a stable point of reference in a fast-changing world.
  - Attributes, perceived or real, change quickly.
  - Motivational needs are stable.
- Effectively reaching people through the increasing marketing clutter can be achieved by appealing to stable motivational needs.
- Through motivation research, people will tell you exactly how to reach them where it really matters.

For More Information

Please contact:

       Bernadette DeLamar, Ph.D.

       (bdelamar@stratres.com)

       Business Strategy Research, LLC

       11654 Plaza America Drive, #174

       Reston, Virginia USA 20190

       Phone: 703-390-9330 x 201

       Fax: 703-390-9332

Business Strategy Research, LLC

Suggested Reading

Thomas J. Reynolds & David B. Whitlark. "Applying Laddering Data to Communications and Advertising Practice. *Journal of Advertising Research* (July/August 1996), 9-17.

Jonathan Gutman. Analyzing Consumer Orientations Toward Beverages Through Means-End Chain Analysis. *Psychology and Marketing* 46, 1 (1982), 60-72.