

**A LOOK AT MOTIVATIONAL RESEARCH
AS RELATED TO THE FOOD INDUSTRY**

**Thesis for the Degree of M. A.
MICHIGAN STATE UNIVERSITY
J. Barrett McInerney
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RELATED TO THE FOOD INDUSTRY

by

J. Barrett McInerney

AN ABSTRACT

Submitted to the College of Business and Public Service
Michigan State University of Agriculture and
Applied Science in partial fulfillment of
the requirements for the degree of

MASTER OF ARTS

Department of Marketing and Transportation Administration
Curriculum in Food Distribution

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Approved:



The desire on the part of business and marketing interests to know more about the individual consumer and the explanation behind his behavior has brought the social scientists into the field of marketing research. A need for better and more reliable marketing information has given rise to a new phase of marketing research that is popularly called motivational research. Through the use of behavioral science techniques the relatively new research seeks to draw out and explain the underlying motivations responsible for consumer behavior.

Motivation research does not displace the older techniques and methods of market research, but rather serves to augment and strengthen the latter. Motivational analysis is a qualitative approach to marketing research, while market research is a quantitative or statistical approach. Both seek answers to the matter of human behavior, but market research is restricted to the conscious response of the consumer, while motive analysis deals in large measure with the subconscious and unconscious levels of human awareness. Behavioral scientists maintain that attitudes, impressions, and prejudices stored in the subconscious and unconscious mind largely determine and control human behavior. Therefore, to obtain greater knowledge of consumer behavior marketing interests are probing

beneath the conscious level of human response through motivational research.

This thesis attempts to look into the background and development of the new research, discuss its techniques, procedures, and adherents, point out some of its accomplishments, and illustrate two actual studies that have been performed. The writer places particular emphasis on pointing out some of the accomplishments of motivational research as it relates to the food industry. Much of the work that has been performed in this area up to the present time has been done on products, services, or operational problems that are directly related to the food distribution field. Motivational research has already made valuable contributions to this industry and holds promise of greater contributions in the future.

"The Food Distribution program at Michigan State University is under the sponsorship of the National Association of Food Chains."

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CHAPTER I

INTRODUCTION

Study of marketing research in our country reveals that this phase of business activity is less than fifty years old.¹ The statistical approach to obtaining marketing data is a relative newcomer to the business scene. The attention of American businessmen from the time of the industrial revolution until the close of the nineteenth century, was production, rather than market centered. Their major problem during this period was one of satisfying the demand for goods and services. This was an era of tremendous physical expansion for the nation, and the demand upon our productive capacity produced a long run sellers' market. The generally high level of income and the limited availability of goods made selling a relatively simple task. Consumers could not afford to be too critical or demanding in this period, and manufacturers and producers did not have to concern themselves particularly with product differentiation, or with creating a demand among consumers. Only when the production of manufactured and agricultural products began to increase faster than the rate of growth of

¹Stewart H. Rewolt, "Michigan Business Studies," Economic Effects of Marketing Research, XI, No. 4 (Ann Arbor: University of Michigan Press, July, 1953), p. 9.

our population did American business have to turn attention to marketing. At the close of the nineteenth century the nation's production was growing rapidly, while the nation's markets were growing at a pace that was less rapid.

America's productive capacity was increasing at a more rapid rate than was the nation's population. The buyer at last assumed a role of importance, and a buyer's market came into existence.²

With the development of the buyer's market the consumer became more discriminating in purchases of goods and services, and forced upon manufacturers and producers an awareness of the importance of marketing information. It was only at this point that businessmen began to realize that in their haste to avail themselves of the fruits of the industrial revolution they had lost contact with the consumer. In the growth from little shops and small producing units serving a community to large factories and vast producing units serving national or international markets, they had lost direct contact with their customers.

The blacksmith of a century ago had no serious problem in keeping his products and services in line with the desires of his customers. He served a limited market and dealt with the consumer directly, and was generally abreast of his market's needs and demands. The blacksmith had no

²Lewis K. Johnson, Sales and Marketing Management (Boston: Allyn and Bacon, Inc., 1957), pp. 3-6.

marketing problem such as that faced by a large steel firm that grew up during the nineteenth century burdened by the broad separation of producer and consumer and serving a world market.

The production emphasis of business management during the nineteenth century is well documented. Management's change of emphasis and gradual awareness of marketing and its importance is also well recorded in our industrial history. But the change was not an easy one, nor was it a welcome one among many of the rugged individualists operating American industry at that time. Recognition of the importance of the consumer was as objectionable to many industrialists as was the rise of organized labor. Realization that they suddenly had to woo the customer if they desired to sell their products was a new approach to business for which they were entirely unprepared. Henry Ford's often quoted statement to the effect that the American public could have any color car they desired as long as it was black, just about conveys the attitude of businessmen toward the general public at the close of the nineteenth century. However, the pendulum had swung in the consumer's favor, and business organizations had to meet the demands of the changed situation, or perish in the new competitive market structure.

This new consumer influenced economy paved the way for modern advertising, and gave birth to marketing

research. Manufacturers and producers faced with the task of impressing the consumer, had to discover and develop the tools with which to accomplish the task. Manufacturers created formal marketing departments, and took some initiative in the sale of their products to the ultimate consumer, rather than leaving complete control of supply and demand in the hands of the middleman or wholesaler.³

Advertising, sales management, and control of distribution became the important concerns of manufacturers and producers in the early part of the twentieth century. Business effort was turned to the building of brands, product differentiation, trademarks, packaging, and sales promotion to gain prestige for the producer and build sales volume. Businessmen became aware of the fact that to compete effectively they required greater knowledge of the marketing and distribution processes, and the consumers within their markets.

This is the atmosphere into which marketing research was introduced in this country. The year 1911 found the Curtis Publishing Company establishing the first marketing research department.⁴ Curtis Publishing saw the need for a more scientific approach to marketing, and took a revolutionary step to meet that need. Business in general needed more elaborate and more detailed information about all phases of marketing to serve as a guide in marketing

³Ibid., p. 8.

⁴Rewolt, op. cit., p. 11.

decisions. A tremendous demand had grown for information about consumers and consumption patterns, and the introduction and development of market research met this previously unsatisfied need. The establishment of marketing research departments within manufacturing organizations spread rapidly. By the close of World War II, thirty-eight per cent of all United States manufacturing companies had a marketing research department of some sort, and this figure does not include firms having market research done by outside organizations.⁵

Marketing research, as it became established, supplied business organizations with the much needed information required to conduct marketing activities on a more scientific basis. Some of the major areas in which market research made the greatest contribution are in the appraisal of sales opportunities and performance; appraisal of distribution; distribution methods and advertising; and economic, product, and consumer studies. The march was on to take the guess work out of marketing through the effective use of market research, and a great deal has been accomplished in a relatively short space of time.

Market research, through the use of experimental and statistical research, has supplied vast quantities of

⁵William H. Heusner, Charles M. Dooley, Gordon A. Hughes, and Percival White, "Marketing Research in American Industry," The Journal of Marketing, XI, No. 4 (April, 1947), 339.

information to guide business management in their marketing decisions. It has proved invaluable in gathering statistics on specific questions, and forecasting future events based on these statistics. In the area of human behavior the market researchers have been able to carefully document "what" people do and "how" they do it. However, market research has not been able to supply the all important third leg to this triangle on human behavior in the form of "why." The methods and procedures of conventional market research are not designed to get at the motivating force behind human behavior. Rather, they are concerned with what people have done in the past, and how they have done it as a basis for explaining what has already taken place, and forecasting what should take place in the future. Within the confines of their experimental and statistical approach to market problems the market researchers have made very substantial contributions to the field of marketing.

However, the pressure by business for greater understanding and knowledge of markets, and particularly of the consumer, has increased with the passage of time. The success enjoyed by marketing research in adding to our store of marketing knowledge has served to merely whet the appetite of the businessman, rather than to satisfy the hunger. Management is keenly interested in the third leg of the triangle that conventional marketing research is not

equipped to handle. Business leaders today are interested in the "why" approach to human behavior to gain a complete understanding of their customer. They realize that they do not have full command of their marketing activities as long as they do not understand the motives and reasons behind the behavior of the consumer. Without the knowledge of the "why" behind consumer actions and behavior, marketing management is forced to operate without the complete knowledge they desire.

The pressure of business interest for a more exact understanding of consumer behavior and answers to the question of the "why" behind consumer behavior has brought social and psychological scientists into the field of marketing. These scientists have sought to apply techniques from the field of clinical psychology to advertising and marketing research. They seek through the use of the techniques borrowed from clinical psychology the explanation behind consumer behavior. The assumption is that to get at buying motives, research must probe both the conscious and subconscious levels of human awareness to get at the real motives behind consumer behavior.

This relatively new form of research as it has been applied in the area of marketing by psychologists and other social scientists has become known as motivational research. The two areas of scientific endeavor have drawn upon their own fields for techniques and procedures to apply to solution of marketing problems.

The entry of the social scientists into the area of marketing has been met with mixed emotions by industrialists, advertising people, students of marketing, and educators who are interested in the study of human behavior. Their work has been lauded by prominent representatives of each group and soundly condemned by highly regarded members of each of these areas of endeavor. Motivational research has even produced partisanship on the issue of ethics and legality within churches and the government. As a legitimate form of research it is assailed by some on the basis of techniques, by others on procedures, and many on findings. People interested or active in marketing fall in several different categories when questioned on their opinion or evaluation of this new arrival on the marketing scene. Some reject motivational research and all that is involved in it entirely, more see it as an aid in solving marketing problems, but tend to be somewhat skeptical of motivational research findings. Another group see this new form of research as a valuable part of the over-all market research approach to problems, and a rather small group view motivation research as the real key to marketing issues. Somewhere between the extremes of these opinions rests the truth about motivation research which a number of talented people are now working very hard to find and prove.

Purpose of this Thesis

The objective of this thesis is to examine the importance and place of motivational research in the area of marketing, and its relationship to the field of food distribution. An effort will be made to evaluate the role of this form of research in the marketing structure, and to point out both failings and accomplishments in the undertakings of motivational research practitioners. Emphasis will be placed on research that is directly related to the field of food distribution, and a presentation made of the findings from motivational research studies that have not been published or released to the general public.

Reason for this Study

A study of motivational research and its relationship to the food industry is undertaken because of the recent emphasis this research has been given in the development, advertising, and promotion of products being sold through supermarkets. Many new products recently introduced and now being marketed through food stores have a motivational research background.

Motivational research shows promise of giving us new understanding of the consumer and consumer behavior that is vital in increasing our marketing efficiency. Findings to date indicate that motivational research may in the future take much of the guess work and gamble out of the

manufacture and distribution of all types of products. At the very least, it promises to give us a better understanding of the consumer that will sharpen business judgment and be an invaluable guide in the making of marketing decisions at all levels of sales and distribution..

The demand for greater efficiency in the field of food distribution, due to rising costs and shrinking profit margins, makes motivational research of particular interest in this area of business activity. Better understanding of the consumer, and a more specific knowledge of consumer buying motives will pave the way to greater efficiency in all phases of the food industry. Such knowledge can take much of the guesswork and gamble out of buying, advertising, and merchandising of products by supermarket interests, and enable their suppliers to design, package, and promote products in such a way that they are pre-sold to the consumer.

A study of motivational research is an interesting undertaking for anyone seeking knowledge of the marketing processes. However, such a study is fascinating to a student of food distribution because of his awareness of the complexity of the problems faced by the food industry today and the very significant role this industry plays in our economy. Knowledge of the tremendous volume of goods that must be handled within the framework of our food industry builds an appreciation of how motivational research may be

of tremendous value to food processers, handlers, and merchandisers in serving efficiently our economy and contributing to its growth.

Approach to this Study

The following chapters of this thesis will be devoted to a developing and understanding of motivational research, the function of this type of research in marketing, and its relationship with the food industry. Chapter II will set forth the history of motivational research, some of the discipline in this phase of research, techniques, applications, and some pertinent findings from actual studies. In Chapter III the study will deal with a discussion of the controversy that has arisen over the application of motivation research to marketing problems. Much of what has been written on motivation research dwells more heavily on the controversy than on an effort to prove or disprove its value.

Chapter IV will set forth a collection of the findings developed from motivational research studies that apply to the food industry. A vast majority of the studies that have been reported to date are concerned with products that are sold through food outlets and consumer shopping behavior at the food store level.

Unpublished findings of motivational research studies on household paper products will be set forth in Chapter V. The results of these studies were made available by the

marketing department of Scott Paper Company. This company ranks among the earlier national concerns to use motivational research techniques in its marketing research activities.

The work done for Scott in the area of color dynamics by the Institute for Motivational Research, Incorporated, does much to explain the current and growing preference of consumers for color in all forms of processed and manufactured products. However, the studies also show that color has negative psychological aspects which anyone utilizing color must understand and take into consideration in all planning concerned with color. Its use must be given the same careful research as is given to the product or undertaking of which it is a part.

Chapter VI covers an unpublished study done for the National Meat Canners Association. It deals with consumer reaction, purchasing habits, and opinions in relation to canned meats. This study gets at some long unanswered questions about general consumer indifference to, and low consumption rate of canned meat products. The findings and resulting recommendations indicate some very definite steps that can be taken to increase canned meat sales by making canned meat products more desirable, and presenting them to the consumer in a more tempting fashion.

The second phase of the canned meat study as reported in this chapter centers on research done in the area of

consumer shopping habits in relationship to fresh meats, and an investigation of meal planning and preparation. Researchers conducting the canned meat study saw a necessity of understanding consumer reaction to fresh meat in order to properly evaluate the findings on canned meat. Their findings, through use of motivational research techniques, are a valuable contribution to the knowledge of all who are interested in the marketing of meat and meat products. A summation of specific findings and the recommendations of the researchers on the matter of increasing canned meat consumption are set forth in this chapter. The researchers were able to give particular emphasis to many of their findings, which they were able to relate to a quantitative market study conducted prior to the motivational analysis.

The final chapter, VII, sets forth a summary of the material presented in the body of this thesis, and the writer's conclusions about the value, application, and role of motivational research in relation to modern business.

Definitions

To assure clarity and continuity in this paper certain terms are used as having the following meaning.

Motivational research is the application of certain social concepts and techniques to business and marketing problems with the objective of determining underlying reasons for human behavior.

Market research is a quantitative approach to the obtaining of marketing data, and utilizes the experimental-statistical approach in seeking the "what" and "how" explanation of behavior.

"Marketing research is the gathering, recording, and analyzing of all facts about problems relating to the transfer and sale of goods and services from producer to consumer."⁶

Method of Study

The information presented in this thesis has been drawn through research in books, periodicals, and newspapers containing articles or material pertinent to the subject. Additional material was derived from a group of unpublished motivational research studies made available to the writer by Scott Paper Company, George A Hormel and Company, and the J. Walter Thompson Company. These sources were augmented by personal interviews with executives and personnel in the fields of marketing and advertising.

Limitations of the Study

Motivation research is a relatively new phase of marketing research, and many of its basic techniques have not been validated, nor findings entirely substantiated. The successes attributed to this phase of research have

⁶Editors, "Report of the Definitions Committee," Journal of Marketing, XIII, No. 2 (October, 1948), 210.

been well publicized, but there is no clear cut evidence that motivational research was entirely responsible, since the other marketing factors such as advertising, distribution, and market programming, have not been isolated and evaluated. In instances of conflict between the findings of one motivational study and another, there appear to have been no experiments to reconcile the differences or prove one over the other. Finally, motivation researchers are in conflict among themselves as to methods of conducting motivational studies, and techniques to be used, and thereby tend to challenge one another's findings, causing a certain amount of confusion in the field.

CHAPTER II

MOTIVATIONAL RESEARCH

Motivational research, for the purposes of this study, is considered that form of research using the theories and techniques of the social sciences to discover and interpret the "why" behind consumer behavior. A common distinction made between this type of research and conventional market research is that the former is a qualitative approach, while the latter is quantitative. Both seek to develop a greater understanding of human behavior, but utilize different methods and cover different areas of explanation. Motivational research uses psychological techniques to get at the "why" behind human behavior, while market research uses statistical methods to learn the "what" and "how" involved in consumer actions.¹ So the distinction between these two forms of research, now being used by business to learn more about the consumer, is well drawn. Since motivational research is the newer form of research, it seems appropriate to look into its background.

¹Robert J. Williams, "Is It True What They Say About Motivation Research?," The Journal of Marketing, XXII, No. 2 (October, 1957), 125.

History and Development of Motivational Research

Inquiry into the earliest use or practice of motivational research fails to turn up conclusive evidence as to who were the pioneers in the field, and what were the first studies. It is quite possible that obscure social scientists might have made studies many years before the earliest recorded study without publicizing or recording their efforts, which would now be classified as motivational research. The earliest recorded study that seems to be properly documented is a business problem worked on in 1932 by Dr. Henry C. Link, of the Psychological Corporation, for the Towle Manufacturing Company. Towle wanted to know why its advertising of sterling silver was not getting better results, and Dr. Link used the technique that is now called "depth interviewing" to obtain the answer and to serve as a basis for some sound recommendations. He established the fact that silver selection was a very romantic and emotional process, which gave Towle new insight into its advertising appeals and pattern designs. From the study, he was able to show the company that they were not reaching the right audience with the magazines they were using.² Although he did not call his work motivational research, this was very genuinely a motivational research study.

²Lydia Strong, "Motivational Research--What's In It for You?," Dun's Review and Modern Industry, 69, No. 4 (February, 1957), 52.

Professor Dale Houghton of New York University conducted studies during the 1930's of "common human irritants, such as dirty teeth, constipation, cough, etc." These he endeavored to show brought to a person's mind certain specific product images that might offer them relief. During the same decade the J. Walter Thompson Company, a leading advertising agency, called upon a noted behaviorist psychologist John B. Watson to apply social science techniques to one or more problems³

Two men actively seeking honors as the originator of motivational research are Dr. Ernest Dichter, head of the Institute for Motivation Research, Incorporated, and Louis Cheskin, a noted director of Color Research Institute of America. Each man claims to have been using motivational research techniques since the mid-nineteen thirties, and Dr. Dichter claims credit for the terms "motivational research" and "depth interview."⁴ To whom the laurels actually belong seems to be an almost unanswerable question, on the basis of the evidence submitted to date, but both men are widely recognized as pioneers in the field. They have figured prominently in motivational research activities and have been cited as authorities ever since the new research gained its first publicity.

³Vance Packard, The Hidden Persuaders (New York: David McKay Company, Inc., 1957), p. 26.

⁴Ibid., p. 25.

In 1946 the Institute for Social Research undertook a study of war bond buying. They were commissioned to survey bond buyers and determine what were the successful appeals. The Institute personnel utilized motivational research techniques in the conducting and evaluation of their survey and established that personal solicitation was the most effective method in getting people to buy war bonds.⁵

But motivational research did not gain much attention nor arouse interest until the late forties. In 1948 a paper prepared by Mr. Cheskin entitled "Indirect Approach to Market Reactions," a discussion of motivation research, was published in the Harvard Business Review. Two years later the Journal of Marketing included four articles in the April 1950 issue that dealt with motivation research.⁶ As the official publication of the American Marketing Association, these articles held great significance in business recognition of motivational research activities, and may well have triggered the numerous articles that followed in marketing and advertising publications.

Advertising agencies now began to seriously investigate motivational research and evaluate its applications. Leading agencies began adding psychologists and social

⁵Strong, op. cit., p. 65.

⁶Packard, op. cit., p. 26.

scientists to their staffs and even creating special departments to handle motivation research. The highlight in the form of official recognition came with the establishment by the Advertising Research Foundation of a special committee on Motivational Research, and named a prominent psychologist and advertising research man, Dr. Wallace Wulfeck as chairman.⁷

Motivation research was now on the move. It had achieved a certain desired air of respectability, and despite opposition and internal and external controversy, could move forward in the field of marketing. The records show a certain evidence of advertisers and agencies climbing aboard the band wagon by dressing up their activities with motivational research terminology without utilizing qualified researchers or motivational research techniques. But in general, there was an impressive and definite movement by many advertising firms and marketing organizations to put the new research approach into use. One Chicago advertising agency is reported to have obtained the services of eight social scientists to evaluate the appeals of a battery of sponsored programs and their commercials.⁸ The agency hoped to gain greater insight into what makes for

⁷Ibid., p. 28.

⁸Fairfax M. Cone, "Advertising Is Not a Plot," Atlantic Monthly, Vol. 201, No. 1 (January, 1958), 73.

success in television shows and what is involved in effective commercials. Their procedure was to have the scientists spend a full twelve hours watching television in a hotel room. This was a direct effort of that agency to avail themselves of the new and much publicized wonders of motivational research. The scientists rewarded the agency with some keen psychological and sociological evaluations of program and commercial appeals.

Today motivational research is a well established and generally respected research tool in the fields of advertising and marketing. The title "motivational research" and the techniques utilized by this branch of marketing research offer new hope of marketing gaining recognition as a science. In advertising and marketing circles motivational research is generally viewed as a means of getting at previously unobtainable information about consumers, and as a key to a more scientific approach to the transfer of goods between source and consumer. Advocates see motivational research's "why" objective as the best means to gain sufficient information about the consumer to assure efficient marketing of our constantly increasing industrial and agricultural production.

Motivational Research--Concepts and Objectives

Dr. George Horsley Smith in his book Motivation Research in Advertising and Marketing suggests that "Why Research" might be more accurate and less misleading than

the present title. Such a title, he feels, would focus on the entire range of inner feelings and conditions which play a vital role in a person's buying decision in responding to communication.⁹ The title is a direct statement of this researcher's purpose in getting at why people behave as they do in relation to a particular advertising, marketing, or communication stimulus.

The effort is to relate behavior to underlying processes, such as, people's desires, emotions, and intentions. Therefore, there is a variance from market research that only describes a situation or enumerates persons who have behaved in a given way.

Today's research is person-centered. Statements are made about events from the point of view of the person or persons who are experiencing the events. The basis is an assumption that what people do is intimately related to their private feelings and perceptions. Consequently, the motivation researcher seeks to reinterpret product features and communication material through the eyes of the consumer.

The motivation researcher is interested in determining the motives that are operative in the individual when making a choice or buying decision. He utilizes techniques to probe the subconscious or unconscious mind because these are largely the areas in which preferences

⁹George Horsley Smith, Motivation Research in Advertising and Marketing (New York: McGraw-Hill Book Co., Inc., 1954), p. 5.

are determined by a store of attitudes, images, prejudices, beliefs, and perceptions, of which the buyer may not even be conscious. Therefore, the researcher getting at these underlying motives is interested in three levels of human consciousness. At the first or rational conscious level the consumer is aware of what is and can explain his actions and reasons for them to the degree that he understands these actions. The second level, variously known as the preconscious or subconscious, is that area where the individual may vaguely know what attitudes, feelings, or prejudices govern his actions, but he is unwilling to express them. The third is the unconscious level which contains attitudes and feelings of which the individual is unaware and would not express openly even if they were known to him.¹⁰

Dr. Smith points out that when a researcher encounters a man who dislikes milk, he wonders about the man's background. He is interested in the childhood experiences of this man and his present picture of himself to determine what makes milk objectionable. The housewife who will not serve instant coffee offers a similar area of interest. The researcher wishes to know how she perceives the product in relation to her role as a wife and mother.¹¹

Motivation research focuses on what happens to a person between the time a stimulus is applied and a response

¹⁰Packard, op. cit., p. 25. ¹¹Smith, op. cit., p. 4.

is made. This stimulus may be in the form of an ad, a product, a store display, or perhaps a corporate symbol, or television commercial. The point of concern is the response which takes the form of accepting or rejecting. This is the actual decision to buy or not to buy. To anticipate the response and fully understand it we must know what is going on inside the person.

The motivation researcher is actively seeking knowledge of the basic gratifications involved in the consumption of toilet soap, pasteries, and liquor. He wishes to learn the real satisfactions gained from the use of automatic laundry and kitchen equipment. The right answers to these questions and many more like them are worth millions of dollars to all who are involved in the distribution of goods and services. Armed with this information, these interests may bring both products and appeals in line with consumer desires.

In evaluating the consumer, the researcher is looking for beliefs and assumptions that are often tacit and un verbalized. To fully understand why the consumer acts as he or she does, the researcher must determine the consumer's frame of reference. He is reaching for the underlying assumptions and beliefs that the consumer may not be fully conscious of when questioned about a purchase or decision. Underlying attitudes or frame of reference often lead the consumer to act in a manner he could not readily explain.

Frame of reference and attitudes are two very common references in the field of motivational research. Frame of reference is defined as referring to behavior tendencies and is a personality trait. Frame of reference supplies a means to the researcher to classify people, as a step in making predictions as to their behavior. Attitudes have to do with the making of value judgments. Attitudes are expressed when a person approves or disapproves of a piece of advertising, or a rare steak. Knowledge of these attitudes is important to the researcher because it tells him what people will accept and reject, and how a product or an idea can be presented to them.

Attitudes can be used to classify people into homogeneous groups. Accomplishing this, the researchers can then probe more deeply for motivational factors.

In determining why a consumer failed to select a certain brand of product when shopping, the researcher can start with attitude research. The question is whether the customer actually dislikes the brand. If rejection is due to dislike, then there is an attitude problem which the researcher must probe.

Further investigation of motivation research takes us deep into the field of psychology. A product study to determine why a particular consumer purchased Maxwell House coffee leads into the area of sensations, images, and feelings. One researcher on this brand of coffee failed

to be productive until he asked the consumer to visualize her last purchase. After due visualization she stated that she guessed she liked the beautiful blue color of the can.¹²

A woman being interviewed about soap preferences said, "I enjoy the sensation of my skin being gently fondled."¹³ Certainly no quick assumptions can be made about such a statement. Psychological evaluation and probing is essential to determine the full significance of such a statement.

Motivational research requires an understanding of all of the psychological stimuli. It carries the researcher into the areas of motives, gratifications, identification, and empathy. He must know, understand, and be able to work with these inner motivations. There are many other aspects that the investigator will deal with, but those already discussed are base essentials in any psychological study. Knowledge of these inner variables is helpful in increasing the power to predict actual behavior in a specific situation. They are a legitimate part of marketing information.

Understanding of these inner variables, and the relating of them to practical advertising and marketing issues is the motivation research function. It can readily

¹²Ibid., p. 9.

¹³Ibid.

be seen that high-level professional training is required to formulate a research problem and properly interpret the findings.¹⁴

Techniques and Procedure

Techniques used for getting the desired information are through interviewing, testing, and special study techniques, such as content analysis, sociometry, and others. Each approach has many facets and alternatives for procedure. Interviewing, as an example, may be of the depth type, free association, non-directive, or projection. Research based on testing may utilize word association, sentence completion, Thematic Apperception pictures, or the Rorschack ink blots test of personality. Other techniques include personality inventory, direct observations, and hypnosis.¹⁵

Utilization of Motivation Research

This new scientific approach to marketing research is a plus factor. Motivation research does not replace conventional market research, nor is it a substitute for creative inspiration, or sound business judgment. This research technique is concerned with the "person-centered"

¹⁴Ibid., p. 17.

¹⁵Editors of Fortune, The Amazing Advertising Business (New York: Simon and Shuster, 1957), p. 69.

point of view, and has special methods of investigation. The result of these investigations is additional insight into marketing problems. The thing to be determined is the usefulness of this plus information to advertisers and business organizations.

The need for psychological research methods is manifested when standard market research seems inadequate for a particular assignment. Often the complexity of the problem to be solved will indicate a need for research beyond the scope of conventional investigation. At other times psychological techniques must be utilized, due to the actual failure of regular research to produce an answer to a specific problem or question. Psychological research has proven to be of particular value in developing hypotheses that suggest areas and factors that should be researched.¹⁶

Motivation research is often resorted to when all the usual data have been assembled, and those responsible for decision making are not satisfied with the evidence. Oftentimes the dilemma arises from the subtleties of the human factors involved in the problem that management is handling. Here is the circumstance under which a resort is often made to psychological research. The motivation researcher digs into the underlying and hidden elements of the questions

¹⁶Editors, "The \$000 Billion Question--What Makes Her Buy," Printers' Ink, Vol. 261, No. 3 (October 18, 1957), 37.

that were beyond the regular market researchers. When management is satisfied that they have exhausted all possibilities of investigation, and submitted the subtle human factors to experts for evaluation, they can more readily come to a decision. The new science is now being used to test advertising copy and evaluate sales campaigns.

A survey by the Advertising Research Foundation in 1957 revealed that of 105 of their members, fifty-seven had engaged in motivational research. All major advertising agencies now maintain full time motivational research staffs. "Along Madison Avenue, there is scarcely an agency without its motivation research team," states a recent Business Week article.¹⁷

Another application of this form of research is the study of brand loyalty. Investigation of impulse purchasing and the developing of new appeals for an established product offer a challenge to the researchers. Psychological studies are frequently the basis when developing new products, planning sales promotions, determining the appropriateness of advertising, or designing packages. The identification of opinion and style leaders within a specified sales area, and the suggestion of advertising approaches to reach them, are another area of concentration for motive research men. Obtaining and evaluating the

¹⁷Editors, "What Sways the Family Shopper," Business Week, No. 1474 (November 30, 1957), 46.

psychological implications of colors, and various shades of each, to the consumer, to guide business in the effective use of color, has proved a full time occupation for many motivational researchers. All of these areas have been probed by conventional market research men without achieving wholly satisfactory answers. Motivation research has the tools that may open up new vistas of knowledge and understanding.

This new research tool has already proven of immense value and importance in many instances where it has been used. It can be justified and considered a valuable contributor to an organization if it produces new knowledge. It is contributing substantially if it does any of the following:

1. Provides new leads
2. Clarifies and systematizes knowledge
3. Confirms hunches
4. Supplies the "why" behind what is really known
5. Gives the "why" behind what is already known
6. Serves as a negative, pointing out areas of doubt or weakness in a proposal.¹⁸

Effectiveness of Motivation Research

Psychological research is not always of equal value on every marketing problem. The effectiveness of this type

¹⁸Smith, op. cit., p. 217.

of research will vary from one problem to another, just as is true of conventional market research procedure. There is no way to definitely determine the possible effectiveness of motivational research in advance. The only solution to this dilemma is a little exploratory work using psychological research. Such an experiment will often indicate whether a more costly study would prove worthwhile.

Motivational research is still in the development stage, and much remains to be learned about the application of this new branch of marketing research. New discoveries are being made that improve the effectiveness, and many more will be made. As long as we are gaining new knowledge and insight into the field of psychology, motivation research will progress.

Prominent Researchers and Their Approaches

Dr. Ernest Dichter, president of the Institute of Motivational Research, ranks among the most prominent of motivational research practitioners. Dr. Dichter was born in Vienna and studies under Dr. Paul Larzarsfeld, a well established Viennese authority on motivation research, and Associate Director of Columbia University's Sociological Research Bureau. He is a devotee of the Freudian school of psychology, which is often reflected in his findings. Dichter submits the depth interview and projective tests, which form the basis of his approach to motivational research, to psychoanalytical interpretation. His findings

are often startling, and tend to make him a highly controversial figure, even in motivational research fields, but his clients almost invariably find that his studies develop worthwhile results.

Pierre Martineau, the director of research for the Chicago Tribune, is a prominent figure in the psychological research field. A recognized authority on the new approach to marketing research, he utilizes the services of Social Research, Incorporated in Chicago to conduct studies for his paper. He is generally recognized as having contributed substantially to the advancement of motivational research, and has gained recognition for this form of research. Sociology and the sociological approach taken by Social Research, Incorporated to motivation studies are strongly advocated by Mr. Martineau.

The head of Social Research, Incorporated is Dr. Burleigh Gardner, who was a well known social anthropologist before establishing his motivation research firm. He stresses the sociological, as well as psychological, approach to motivation studies, and has enjoyed noteworthy success in his various consumer motivation studies stressing the social pressures upon behavior.

Representing the advertising agencies among these prominent researchers is Dr. Herta Herzog, vice president and director of research for McCann Erikson in New York. Dr. Herzog, like Dichter, was a student of Dr. Paul Lazarsfeld and has gained a reputation for being the most thorough

of the motivation researchers. She has been working in this field since the late nineteen thirties, and applies a combination of conventional research, psychological techniques, sampling by means of a structured questionnaire designed for psychological evaluation, and pretesting of ads to predict their drawing power.¹⁹ When pursuing motivation studies, Dr. Herzog utilizes depth interviews and projective tests.

Among the early entrants into the field of motivation research and a claimant for the honor of being an originator of this brand of research is Louis Cheskin, director of the Color Research Institute in Chicago. Mr. Cheskin's organization has distinguished itself in color studies and package testing and evaluation. He describes his method of procedure as the indirect technique or unconscious level testing whereby his respondents are motivated by factors of which they are completely unaware. Association type tests and indirect preference tests have proven very effective tools in the hands of Mr. Cheskin and his staff, and have produced some of the most famous and successful motivation studies reported to date.

Another leader in the application of psychological techniques to marketing problems is James Vicary, head of the firm bearing his name, James M. Vicary Company in New

¹⁹Perrin Stryker, "Motivation Research," Fortune, LIII, No. 6 (June 1956), 225.

York. Mr. Vicary is a social psychologist who has enjoyed remarkable success in determining the connotation and underlying significance of words, titles, and trademarks through word association tests. His firm has been called on by some of the nation's leading organizations to assist in naming new products, to check on the consumer's impression of their trademarks, and to spot check the psychological significance of key words in their advertising copy.

There are a number of other prominent researchers in the motive research field, but these are the recognized leaders. They have between them been responsible for bringing motivation research from the obscurity of early experimentation to national prominence. All have had to work hard to gain recognition for their theories and approaches to motivation research, and all have made significant contributions in various studies they have conducted. Each has his own particular approach and personal theories, but all gather together in the support of motivation research as a proven marketing research tool.

Noteworthy Motivation Research Studies

In the early nineteen fifties Chrysler Corporation set out to give the American public the car that they professed a desire for, according to the company's market research studies. This entailed manufacturing a smaller, more compact car, with greater emphasis on utility, rather than on flashy appearance. Chrysler built the cars that

seemed to be called for, and lost its market. In 1952 the company had twenty-six per cent of the automobile market, and by 1954 they had only a thirteen per cent share of the market.²⁰

Chrysler had to do a quick "about face," and in 1955 they brought out a high style line of long, low cars. However, they realized they must rebuild a new image in the consumer's eyes that would be compatible with the cars they sought to market. It fell to the motivations research group at McCann Eriksen, who handled Chrysler's advertising, to come up with such terms as the "forward look" to overcome the conservative image held by consumers of Chrysler and its products.²¹ The story of Chrysler's success and comeback in 1957 is well known to all of us.

General Electric found that it was having a considerable amount of difficulty marketing its direct current motors. In spite of aggressive promotion and the seeking out of the best applications for the motors, General Electric (G.E.) had very limited success in stimulating the interest of potential buyers. Finally, management turned the problem over to a motivation research group for study. The motive researchers found that potential buyers of direct current motors associated them with the old trolley car motors. They had an image of something old fashioned and

²⁰Packard, op. cit., p. 11.

²¹Ibid., p. 43.

outmoded when they thought of direct current motors. On the basis of the findings, G. E. was able to attack the problem directly in its advertising and sales techniques.²²

James Vicary was commissioned by the Socony Vacuum Oil Company to test a proposed trademark, SOVAC. His findings showed that the trademark suggested Soviet Russia to an impressive percentage of his sample, and he therefore recommended it to be unsuitable for use. The company quickly acted on his suggestion and adopted a more acceptable trade name, Socony Mobil Oil Company.²³

Dichter, asked to probe why men looked at convertibles and bought sedans, gave full vent to his Freudian tendencies. His findings indicated that convertibles set married men daydreaming of youth, adventure, and mistresses. Such daydreaming drew men in to look at convertibles, but when they bought they realized they could not gratify the desire for a convertible anymore than they could gratify the desire for a mistress, so bought the sedan. It is this study that is reported to be responsible for the development and introduction of the very popular hard-top convertible. Many scoffed, but Detroit listened, took action, and reaped the reward.

²²Editors, "A Look at Motivational Research," Iron Age, Vol. 180, No. 5 (August 1, 1957), 67.

²³Edith Efron, "Brand New Brand Name," New York Times Magazine, July 7, 1957, p. 14.

These are simply a few of the many studies that have brought motivational research into prominence in business circles. This new phase of marketing research has brought forth many successful studies to date, and shows promise of many more.

CHAPTER III

MOTIVATIONAL RESEARCH CONTROVERSY

Motivational research has been rather widely publicized in recent years, and so often acclaimed in what has been written on the subject, that the controversy still raging over the new research may tend to be forgotten. Less notice is being given by the nation's press to the attacks on motivation research than to the findings and general activities of this phase of marketing research. But lack of publicity of the opposing views does not mean that motivation research has gained full recognition, nor that the opposition has been won over to the cause and its misgivings been quieted. The debate over the value and the validity of motivation research as a marketing research tool still rages, but is reported primarily in marketing and advertising publications that have a somewhat limited audience.

External Controversy

One of the very vocal opponents of motivation research as it is presently being utilized is Mr. Irvin Penner, a vice president of the A. J. Wood Company of Philadelphia. Mr. Penner, speaking before the Toronto chapter of the American Marketing Association, is reported to have said that this new research is a failure since, "it does not

count; and it does not accurately and precisely tell us how many; and this leaves all of its findings hanging in the air."¹ He suggests that motivation research findings are valueless if they have not been substantiated quantitatively and a thorough cross checking made of both the qualitative and quantitative data. Motivational research as conducted by Dr. Ernest Dichter, Louis Cheskin, or James Vicary is worthless in his eyes because the findings are not substantiated.

A similar view of motive research was expressed by Dr. Stewart H. Britt, editor of the Journal of Marketing and a professor of marketing at Northwestern University when speaking before a conference of the American Marketing Association. Dr. Britt warned his listeners, "to be wary of motivation research practitioners" because motivational research and its potentials are being over-sold by people capitalizing on their "doctorates" to confound the businessman.² There is little doubt left by his statements that he has only contempt for the leaders in this new development in marketing, and no faith in their practices.

Another prominent motivational research detractor is Alfred Politz, head of a marketing research firm that bears his name. Mr. Politz who has made outstanding development

¹Editors, "Because 'Imprecise' Motive Research Misleads, Penner Tells Marketers," Advertising Age, Vol. 29, No. 1 (January 6, 1958), 69.

²Editors, "Be Wary of Motive Researchers," Advertising Age, Vol. 29, No. 7 (February 17, 1958), 68.

and contributions to statistical market research procedures is a very vocal opponent of motivation research as practiced by Dr. Dichter and his contemporaries. He has gone so far as to dub it a "psuedo-science"³ and denounce Dichter because of his failure to utilize quantitative techniques to validate his findings. So vehement is Mr. Politz in his opposition to Dichter and similar researchers that it comes as a surprise to learn that he employs a staff of psychologists, and utilizes some motive research in the preliminary stages of developing some of his questionnaires. However, the bulk of his research is based on a quantitative approach, and all of his findings are quantitatively substantiated.

Dr. Robert J. Williams, a project director for Politz, and a writer and speaker in the field of marketing, regularly takes issue with the procedures and findings of the motivation researchers. He maintains that we do not have to delve into the unconscious mind to determine how to properly advertise and market the fruits of the nation's production. In essence, he feels that many of the findings which motivational research turns up are a "so what" matter and of no genuine use to the marketer, even if they are accepted as true. He goes so far as to state that many of the facts developed by the motive practitioners are a

³Stryker, op. cit., p. 222.

hinderance to the advertisers because they deal with product or industry information, rather than specific brand information. Knowing things that are true of all products in a class, or true for a given industry, does not aid the advertising firm in developing a message to distinguish its brand in the eyes of the consumer, according to Dr. Williams.⁴ In so saying he seems to give no weight to the importance of knowing more about the product or industry as it is viewed by the consumer.

In answer to the staunch advocates of quantitative research, Dr. Dichter points to his own work as qualitative research which has often gotten to the root of consumer motivations and behavior that quantitative research has never reached. He stresses the fact that his findings are substantiated by controlled experiments, cross-checking of the findings, and by various forms of analysis and tests to which they are subjected. He readily offers, as do most other motivation researchers, to conduct any amount of quantitative research his client deems desirable, so long as the client assumes the costs. However, he normally recommends that such work be taken to a conventional market research firm, desiring to keep himself and his staff free to conduct motivation studies.

⁴Editors, "No Brand Fixations In Motivation Data Williams Tells AMR," Advertising Age, Vol. 29, No. 7 (February 17, 1958), 3.

A partial answer at least to Mr. Williams' criticism about the type of findings the motive researchers develop and their value to the advertiser can be found in a pilot study of advertising readership conducted by a graduate student at the University of Chicago. The student made a study of the readership value of soap advertising evaluating first a series of advertisements based on conventional or accepted appeals, and a second series that was based on suggestions drawn from a motivation study of laundry and cleaning. The student was assisted in his study by a social scientist and a statistician at the University which gives his results additional significance. His conclusion was, "that there is evidence, that the application of motivation-research findings can have value for increasing the reader's attention to advertising."⁵ This does not appear to be a conclusive study, by any means, but it is much more soundly based and better documented than Mr. Williams' charges which appear to be largely a matter of personal opinion.

The most spectacular and best known of the voices raised in opposition to motivation research belongs to Mr. Vance Packard, a free lance writer, who has climbed to fame with a book about motivation research called The Hidden Persuaders. Mr. Packard, professes to see great danger in

⁵Franklin B. Evans, "Motivation Research and Advertising Readership," Journal of Business, XXX, No. 2 (April, 1957), 146.

the mass manipulation of American consumers as a result of making available to advertisers and marketers a knowledge of man's basic motives derived from motivational research. He succeeds in bringing to light a very legitimate question about the ethics of using knowledge drawn primarily from man's subconscious or unconscious mind to make the consumer do something that he might not otherwise do. Mr. Packard questions whether this is not an infringement on the rights of the individual, and if there is not a tampering with the natural processes of free will. However, in reading his book, the writer had the feeling that Mr. Packard did not genuinely feel quite the alarm that his writing suggests, but rather felt the question of ethics and possible dangers of such research should be raised for thoughtful consideration.

Fairfax M. Cone in an article for the Atlantic Monthly answers many of Mr. Packard's inferences about advertising and motivation research. He rejects Mr. Packard's suggestion that the advertisers seek to manipulate the consumer by appealing to hidden motivations he cannot control. Pointing out that motivation research is a method used to ferret out the underlying elements that determine choice in specific instances, he explained that the resultant knowledge permitted the building of products and designing of services and advertising that met consumer desires. Mr. Cone stressed the fact that better knowledge of the consumer

and consumer behavior would enable the forces of marketing and advertising to serve better.⁶

Elmo Roper, a prominent opinion researcher, commenting on Mr. Packard's concern about motivational research maintains that the techniques borrowed from the social sciences are "not that good, nor the public that naive" that there is any cause for concern.⁷ He feels that motivational research is just another development in the evolution of marketing research which will make a contribution to marketing knowledge, but will not be able to answer all the questions troubling marketing men.

The question of ethics in the use of motivation research findings has been raised by clergymen and various representatives of church groups from time to time. An article in The Christian Century suggested that scientific curiosity could be, "Peeping Tomism, game playing, and reputation seeking, as well as a serious pursuit of truth."⁸ At the same time this article suggested that perhaps churchmen might learn a great deal about people from motivation research, if the new science were properly conducted. The writer seemed to feel that perhaps this new research might

⁶Cone, op. cit., p. 73.

⁷Elmo Roper, "How Powerful Are the Persuaders?," Saturday Review, XL, No. 40 (October, 1957), 19.

⁸Editors, "Motivation Research Requires Review," The Christian Century, LXXIV, No. 14 (April 3, 1957), 412.

offer the church a means of improving its approach and accomplishing its mission among men. But the question of ethics of such probing of men's minds was left unsettled or without any definite trend to the writer's feelings. He seemed to be very much undecided in the issue, and left it to the reader to make himself aware of the issues involved, and draw his own conclusions.

The apparent fear among churchmen is similar to the same fear that Vance Packard dwells upon in his book. This is the mass manipulation of people and the fear of misuse of the findings. An article in Dun's Review tells of a tractor manufacturer who learned through a motivation study that tractor operators had a deep seated fear of a tractor's upending and overturning on them when going up a hill. It seems that this is not unlikely when the tractor motor is raced on a hill because of the uneven distribution of weight. The manufacturer's answer in attacking the operator's image was to change the basic tractor design to make it appear to have a more evenly distributed weight over the entire body. Actually there was no change in the weight distribution and therefore the accident potential remained unchanged. The article questions whether this was an ethical use of motivation findings or a solution to a problem revealed through a motive study.⁹ The answer should be that this is not a proper utilization of motivation

⁹Strong, op. cit., p. 53.

research, since the manufacturer is attempting to gloss over a soundly based fear, and to literally deceive the consumer in his approach to the problem. But this may be cited as the exception, rather than the rule. Motivation research findings, like the findings of any other research can be misused. As long as there are unscrupulous people in the world there will be such abuses as the tractor case, but the good that can be developed through motivation research should hardly be sacrificed to prevent the abuses.

In the professional area, motive researchers are assailed by conventional market researchers and by representatives of the social and psychological sciences. Market researchers who are devoted to the statistical procedures of their trades take issue with the new researchers over the size of the sample they use in obtaining their findings. They maintain that the small samples used by the motive researchers make the findings unprojectable, and that what is found to be true among fifty or one hundred people cannot be projected as true of a large market or an entire nation.

The motivation researchers justify their small samples by pointing out the fact that they are looking for absolutes of motivation which are the same for everyone. They call attention to the fact that their objective is not to count people nor deal in percentages, but to isolate and interpret facts about human behavior. Motive researchers cannot

see that either of these goals would be served by increasing the size of the sample.

Another criticism is that motivation researchers select their respondents on the basis of cooperativeness. To the market researcher this immediately suggests biased results and they see in motive work the possibility of the extrovert being heavily represented in all data collected by motive researchers. However, motivation personnel indicate a desire to get the facts without fear of bias and overweighting of any type of respondent. In seeking motives they are not governed by the same limitations and restrictions that apply to the statistical researchers who are interested in numerical reporting.

Finally the market researchers accuse motive research findings as being a projection of the researcher's personality. They maintain that in the use of small samples, the researcher's personality is dominant and the biasing of the findings cannot be avoided. To this line of reasoning G. D. Wiebe of Elmo Roper Associates, takes exception, by pointing out professional competence, scientific background, and discipline of the researcher militate against such a possibility as the market researchers describe.¹⁰ This accusation can and has been made against market researchers

¹⁰G. D. Wiebe, "Is It True What Williams Says About Motivation Research?," Journal of Marketing, XXII, No. 4 (April, 1957), 410-411.

on the same basis, but has no more foundation in one case or another.

Internal Motivation Research Controversy

Within the sphere of motivational research there are three major approaches to motivation research. The first area relies heavily on depth interviews and projective techniques to draw information from consumers to be submitted to psychoanalytical interpretation. Dr. Dichter is the leader of this type of motivation research, and he draws heavily on Freudian psychology in interpreting the information he acquires through interviews and projective tests. His main interest is the qualitative research approach to marketing problems, and he believes that motivation research can get at truths without calling on quantitative research techniques.

A second brand of research gathers together psychologists and social scientists who believe that study of group behavior and the impact of culture and environment on the consumer is the key to learning and interpreting underlying motives. The exponents of this approach are as opposed to Dichter's methods as are the market researchers who challenge him. Their methods and procedures are not unlike Dichter's, but the emphasis is of a social and group nature. To this school belong a number of the country's foremost educators in the social science fields.

The third approach to motivation research is the brand practiced by Doctor Herta Herzog who has been discussed previously in this paper. She is the prominent middle of the road figure who utilizes both quantitative and qualitative techniques to solve marketing problems. Dr. Herzog has made clear her feeling that motivation research has limited uses and that conventional market research should be used to verify all motivation research findings. Although she does not openly challenge Dr. Dichter's approach to motive research, she suggests her disapproval by her own emphasis on matching qualitative research with quantitative.

A very vocal opponent of Dichter and all other "depth interview" enthusiasts is Louis Cheskin, head of the Color Research Institute in Chicago. Mr. Cheskin openly condemns the depth interview as an ineffective technique. He claims that his opinion is based on considerable experience with this technique, but does grant that it may be a worthwhile technique in the hands of an astute analyst such as Dichter. However, this dependence of the technique on the skill of the interviewer makes it an impractical tool, says Mr. Cheskin. Another weakness, he feels, is the fact that the person being interviewed can rationalize his feelings and establish defense mechanisms that bar the interviewer from getting at the truth.

Mr. Cheskin's criticisms of the depth interview are well founded, but investigation shows that this technique has been used successfully by Dichter and others since the introduction of motivation research. The depth interview has at least as good a record for dependability as any other technique currently being used by motivation researchers and has withstood a number of attempts to discredit it as a technique.

Educators in the field of psychology and the social sciences come forward from time to time to poke at the weaknesses of motivation research. The major issue of concern to the educators is that none of the techniques borrowed by the motivation researchers from clinical psychology and sociology have been validated. Dr. John Dollard, professor of psychology at Yale University, speaking before a conference of the American Association of Advertising Agencies, explored at length the validity of the techniques presently being used by motivation researchers.¹¹ The essence of Dr. Dollard's statements was support for the charge that motivational research techniques have not been validated, and, therefore, leave the value of motivational research findings open to question.

¹¹John Dollard, "The Motivation Problem Seen From the Viewpoint of Campus and Clinic" (paper read before the Eastern Annual Conference, American Association of Advertising Agencies, Inc., New York, October 19, 1955, pp. 1-13).

Dr. Dollard in dealing with the validity of projective techniques, sights research that was conducted by well qualified scientists to test the validity of the Rorschack ink blot test. He directed one scientist to undertake the proof of Rorschack validity, and the other to attempt to disprove the validity of this ink blot test. Both studies showed negative results against the validity of the Rorschack instrument. The remaining projective tests, such as Thematic Aperception, were not tested by Dr. Dollard, but he points out that to date they have not been validated.

On the subjects of Freudian psychology, psychoanalysis, and current sociological theories, which figure prominently in motivational research undertakings, the professor feels that they can only be regarded as a group of valuable hypotheses. However, he indicates that motivational research undertaken with full knowledge of the weaknesses involved in the methodology, and with findings viewed as possible insights, rather than conclusive facts, is a legitimate undertaking. Dr. Dollard seeks not to discourage the sincere motive researcher, but to point out the weaknesses of which the researcher and supporters must always be aware.

There seems little point to take issue with Dr. Dollard's evaluations and findings about motivation research. His comments are of a purely constructive nature and all who are interested in the field of motivation study should

welcome his words. Only full awareness of the inadequacies involved in this form of research will stimulate the researchers to seek better techniques and view their findings more critically. Greater effort for improvement and a more critical approach to motive research can only prove beneficial to this new research.

An article in the October 1957 issue of the Journal of Marketing sets forth the belief of three Northwestern University staff members that conventional marketing research practices could be sharpened to produce the same findings now being developed by motivational techniques.¹² Two of the writers are from the University's department of marketing and one from the department of psychology. They attempt to illustrate how studies they have conducted using a specially designed, structured questionnaire, such as is commonly used by market researchers, turned up very similar findings to motivation research studies. However, the authors are forced to recognize in their conclusions that they were able to build their approach on findings that were already developed by motive research. Secondly, they had to allow that the similarity of findings tended to validate the use of small samples by motivation researchers.

¹²Ralph L. Westfall, Harper W. Boyd, Jr., and Donald T. Campbell, "The Use of Structured Techniques in Motivation Research," Journal of Marketing, XXII, No. 2 (October, 1957), 134-139.

The motive men developed their own body of theory, tested it by use of clinical techniques on a limited sample of consumers, and developed findings that were merely verified by the quantitative studies of the Northwestern educators.

Trend of the Motivation Research Conflict

With each passing day the motivation research debate becomes less heated and extremists on both sides of the issue tend to give ground. Alfred Politz, the very prominent market researcher who has been loud in his charges of deceit and fakery against the motive researchers, now utilizes motivation techniques to a limited degree in his firm. Dr. Williams of the Politz firm, who has had so much to say against motivational research points in an article in the Journal of Marketing to the similarities between motivation and market research.¹³ From his article it would appear that he can only applaud a combination of quantitative and qualitative research as advocated and practiced by Dr. Herzog of McCann-Erickson.

The middle of the road approach taken by Dr. Herzog appears to be gaining popularity among many motivational research practitioners and enthusiasts. As motivation researchers add the quantitative approach to their research, they tend to quiet the biggest objection of the market research forces to the new techniques and its findings.

¹³Williams, op. cit., pp. 125-133.

Researchers taking the broad approach to motivational work are giving the research dignity and stature that it has previously lacked. Motivation research findings are now being publicized in a more scientific, less spectacular manner, and many prominent motivation researchers are actively seeking to avoid the sensationalism that has aroused much of the controversy surrounding their work.

A seeming majority opinion as expressed by the accumulation of articles dealing with the new research in current periodicals indicates that motivation research is more than just a passing fad. A majority of writers who have made a study of this new phase of marketing research and have delved into the controversy seem to agree that motivation research has made genuine contributions to knowledge, and is gaining ever increasing respect in business and professional circles.

The internal controversies about motivation research are largely a matter of value and validity of the various techniques and approaches. Dr. Dollard, whose views have been set forth in this chapter, has stated that he believes, "motivation research is not a fad and that it will not disappear," but instead indicates that it will improve and become more valuable as time passes.¹⁴ As for those who argue one technique versus another, it may be said that

¹⁴Dollard, op. cit., p. 2.

they are not necessarily making the best use of their time, nor their talents. It seems to be pretty generally agreed among the experts that there is no single method or combination of methods that is right. Various procedures will produce results when utilized by properly qualified experts. Each technique now in use has served successfully in adding to the store of knowledge about consumer behavior, and in so doing has justified its continued use.

Motivation research as a whole appears to have a bright future, in spite of current controversy. The deep desire on the part of businessmen, advertising, and marketing researchers to obtain greater understanding of human behavior gives promise of the expansion of motivational research activity.

CHAPTER IV

MOTIVATIONAL RESEARCH FINDINGS PERTINENT TO FOOD DISTRIBUTION

The purpose of this chapter is to set forth a collection of motivational research findings that are pertinent to the field of food distribution. Many of the most interesting and valuable motivational research studies that have been made to date have centered around products, services, and consumer reactions that are significant to all who are involved in supermarket merchandising. Motivational research has in a very short space of time developed some interesting findings which should contribute to greater efficiency on the part of the manufacturer, advertiser, distributor, and retailer in anticipating and satisfying consumer needs and demands. More exact knowledge of consumer motives gleaned from motivational research studies may aid in reducing some of the managerial guesswork in marketing, advertising, and product decisions that has thus far made genuine efficiency an almost unattainable goal.

Many of the studies reported on the following pages were made at the direction of a manufacturer or for an advertiser, but knowledge of the findings is valuable to

most anyone who handles the product between source or consumer. Many of the findings set forth are directly aimed at advertising policy, but the information can often be easily interpreted to the advantage of the retailer. From the data can be drawn merchandising, display, and feature ideas that are new and different, but keyed to the buying motives of the consumer.

Motivation Studies of Food Store Products

The manufacturers of Ry-Krisp submitted their product to the researchers for evaluation. The analysts learned that Ry-Krisp was viewed by the consumer as a food that was good from a health standpoint, but not desirable. The consumer had a self-punishment image when thinking of Ry-Krisp. Consumers not in a self-punishment mood avoided Ry-Krisp. Motivation analysts recommended a change in advertising emphasis from dietary appeal to advertising the product in connection with tempting foods. This change of advertising emphasis doubled Ry-Krisp sales.¹

The Proctor and Gamble Company looks to motivation research to build personality for its products. Competition in this field is so keen, and products are so similar, that they must exhaust every possibility to gain

¹Vance Packard, "The Ad and The Id," The Reader's Digest (reprinted from Harper's Bazaar, August, 1957), Vol. 71, No. 427 (November, 1957), 120.

an edge on competition. One of the major functions of motivation research is to see that a product has the right personality to gain a competitive edge. Thus, Ivory Soap is identified with purity, and Camay with glamorous women.²

Dr. Smith in his book Motivation Research in Advertising and Marketing tells of a number of studies made on various products. He has drawn upon the agencies and firms that have conducted these studies and developed a very interesting body of data. One such study undertaken to determine feminine attitudes toward food mixes revealed that women liked such mixes for their efficiency and economy and felt that they were in keeping with modern living. However, women interviewed gave evidence of a guilt feeling about using mixes because they suggested poor housekeeping, are a threat to a woman's reputation as a cook and, therefore, rob her of a source of praise, and are an unnatural and easy way out of work.

The researchers recommendations based on the findings were to stress the positive aspects and direct advertising to women interested in good, efficient, and well-planned homemaking. They further pointed out that advertising stressing ease and quick preparation would simply reinforce the negative attitudes.³

A study of instant coffee made in 1949 by the Bureau of Applied Social Science at Columbia indicated similar

²Ibid., p. 121.

³Smith, op. cit., p. 223.

attitudes existed about this product as those reported for food mixes. Positive consumer impression of this product was that it stays fresh longer, and that it is healthier, more efficient, and useful in preparing iced coffee. The negatives centered on the issue that instant coffee is an imitation, lacks aroma and taste satisfaction, indicates bad housekeeping, and threatens the housewife's reputation as a cook.

Here again, the recommendation was to stress the positive appeals in advertising and promotion.⁴

Research undertaken on flour showed that women consider this staple a symbol of purity and cleanliness and, therefore, demanded white flour. Negative feelings seemed to be limited to a distaste for dark flour. The advertising recommendation was to highlight whiteness, purity, careful processing, and vitamin content.⁵

Prunes, when subjected to a motivation study, were found to have highly negative connotations for the consumer. Prunes were thought of chiefly as a laxative, and associated with older people. The recommendations in this case were to build an advertising campaign around a happy theme. The product should be identified with brightness and sunshine, stressing the energy building qualities and high vitamin content. This approach is reported to have worked for California packers, and sales soared.⁶

⁴Ibid.

⁵Ibid., p. 225.

⁶Ibid., p. 226.

A study by the Richard Manville Research firm centered around a dessert that was intended for infants and growing youngsters, but seemed not to be getting a reasonable share of the market. The reason was determined to be that mothers were not feeding it to their children. Information obtained from respondents showed that the advertising stressed it as a baby food and women did not feel that growing children needed the dessert. In this case the advertising was too specific and the baby emphasis had to be changed in order to broaden the market.⁷

Research into the subject of spices showed that women fell into distinct categories according to their attitudes on spices. The largest such group indicated genuine fear of using spices because they felt that they lacked the skill required to use them effectively. They tended to buy spices, but primarily for appearance's sake and not for use. However, respondents representing certain ethnic groups use spices liberally and with no fear of the consequences. Prestige and social status were found to have a bearing on the use of spices.⁸ These findings indicate a need for advertising of an educational nature to inform the housewife how to use spices and in so doing build a demand.

A study done for the National Tea Bureau revealed that tea was associated with effeminacy. The general consumer image of tea was that of a drink for women. The

⁷Ibid.

⁸Ibid., p. 228.

Bureau's advertising up to the time of the study had been stressing tea as an answer to "nervousness." After the motivation study they undertook to build a new image for tea with the hope of broadening its appeal for men through such slogans as: "Make mine hefty, hale, and hearty."⁹

Motivation findings on soup showed that housewives serving frozen or canned soup were plagued with guilt feelings. Here again women felt they were taking the easy way out and not being fair to their families. Campbell Soup Company attempted to attack these feelings in their advertising by showing a homey type of woman cutting and preparing soup ingredients in the traditional way.¹⁰ The effort is to associate Campbells with the, so-called, old fashioned goodness and thus relieve the housewife's guilt complex.

Social Research, Incorporated, of Chicago, found among women a serious brand disloyalty in the purchase of detergents. The explanation appears to be that women look upon laundering tasks as distasteful and sheer drudgery. She sees in this work no source of family praise, and therefore no reward for her efforts, and evidently builds no particular brand loyalty due to this attitude. These findings brought forth a recommendation to change the advertising theme to one indicating family appreciation she might gain through her cleaning efforts using a particular product.¹¹

⁹Stryker, op. cit., p. 145

¹⁰Ibid.

¹¹Ibid., pp. 225-226.

General Foods Corporation submitted their Sanka Coffee to motivation analysis and learned that their advertising theme had a tendency to alienate coffee lovers. Emphasis on the nerve-jangling and sleep-robbing qualities of regular coffee was found offensive to people who were really coffee fiends and resented any such reference to their favorite drink. Sanka's promotional team changed the advertising emphasis to the "beverage that lets the consumer drink all the coffee he wants without losing sleep."¹² This approach proved innocuous to the coffee fiend.

Motivation studies done on cake mixes have brought to light the fact that women prefer a mix that permits them to add ingredients. This gives them an outlet for their creative instincts and enables them to feel less guilty about using a mix.¹³ They feel a sense of contribution to the finished cake and gain a sense of satisfaction derived from a genuine accomplishment. Therefore, the mixes requiring the addition of milk, an egg, or some similar ingredient would seem well planned to meet the housewife's psychological needs.

Dr. Dichter, reporting on a study of Quaker Oats, maintains that this cereal has a virtuous character in the eyes of the consumer. The product is emotionally associated by the consumer with idealism, virtue, and a time of

¹²Ibid., pp. 226-228.

¹³Editors, "Psychology and the Ads," Time, LXIX, No. 19 (May 13, 1957), 52.

sacrifice.¹⁴ Evidently the consumer associates this pioneer among breakfast cereals with home and the attributes of family life.

A study to determine the consumer's image of Jello revealed that the housewife considered the product a simple, everyday dessert. The advertising at the time the study was made had been stressing Jello as a glamorous dessert for special occasions, with hope of increasing its consumption. Finding that the consumer's image of the product and the advertising were incompatible, General Foods revised their advertising to meet the image already held by the housewife.¹⁵

A submission of Snowdrift shortening to a motivation study brought to the attention of the manufacturers that the swirl on the top of the shortening inside the can was a marketing asset. The swirl suggested the qualities of purity and fluffiness to the housewife which she particularly prized in a shortening. To capitalize fully on this feature the manufacturer added the swirl to the label on the outside of the container.¹⁶

Studies conducted by Louis Cheskin of the Color Research Institute on margarine prior to the change of law

¹⁴Stryker, op. cit., p. 228.

¹⁵"The \$000 Billion Question," op. cit., pp. 35-36.

¹⁶Ibid., p. 36.

permitting processors to add color showed that lack of coloring was the hinderance to consumer acceptance of this product. His findings seem to be well substantiated by the fact that prior to the law permitting addition of color to margarine, twice as much butter was sold as margarine. Today margarine is pressing butter closely for sales leadership.¹⁷

A major milk producer had a study made some years ago to determine why dry-milk was not gaining public favor. The motive study turned up the facts that people associated dry milk with poverty, since it was given by the government to people on relief during the depression. A second association for many males was with the product in wartime where it was used in areas where milk was unobtainable. Both were unpleasant associations and hampered sales of this product. The researchers recommended an advertising campaign stressing dry-milk's high nourishment value and low fat content, its versatility, and ease of storage, with only casual mention of the product's low cost. Since the time of the study dry-milk sales have undergone an enormous increase which may very well be directly related to the new advertising emphasis.¹⁸

McCann Erickson advertising agency utilized both conventional market research and motivational research to find

¹⁷Packard, The Hidden Persuaders, op. cit., pp.145-146.

¹⁸Ibid.

a solution to the promotional problem of a distributor of kippered herring. Conventional research established that two out of five respondents who claimed not to care for the taste of kippered herring had never tasted this fish product. Motivational research developed the fact that women when questioned about kippers were not reacting to the taste, but to the name which suggested something foreign, different, or unconventional to them. To solve the promotional problem the agency recommended a campaign to build an image of a normal, everyday American dish by associating kippers with foods such as scrambled eggs, served in a typical American setting.¹⁹

Mr. Louis Cheskin has used motivation research advantageously in the study of color and packaging. A study made by his firm on detergents showed that the color of the package had a direct effect on the housewife's opinion of the product. To test the theory his researchers gave housewives various colored boxes of detergents each containing exactly the same product. After using the detergent on a trial basis the women were questioned about its effectiveness in getting their clothes clean. The housewives reported that the detergent in the bright yellow box was too strong and damaged their clothes. On answer to questions about the blue box they said that the detergent was too weak and left their clothes dirty looking. As to

¹⁹Strong, op. cit., p. 53.

the third box, which was a package Color Research Institute had selected as having the best balance of colors and design, the housewives reported favorably on the results obtained in using the detergent in this package.²⁰ A similar test on coffee by Color Research Institute showed comparable results in terms of a strong, weak, and satisfactory blend.

Another Color Research Institute study was made for Marlboro cigarettes which was seeking a new package to change its consumer image from feminine to masculine, as a result of motivational research recommendations. In the packaging study, respondents voiced a liking for a package with a cork tip cigarette pictured on the front, in preference to one with a crest. However, when undergoing testing of a depth nature, respondents indicated favorable associations for the package featuring the crest.²¹ Marlboro cigarettes have climbed to new sales heights with their new consumer image and crest marked package.

A motive study on the subject of cat food informed the researchers that cat owners tend to transfer their own evaluation of food needs to their cats. They feel their pet should have a well balanced diet of easily digested foods. Fish is thought to be a cat's natural food, but

²⁰Packard, The Hidden Persuaders, op. cit., pp. 16-17.

²¹"The \$000 Billion Question," op. cit., p. 36.

they seem to feel he should have variety.²² The manufacturer and retailer desiring to please cat owners must emphasize nutrition and offer a variety of foods for the pet.

Swift and Company submitted their baby meat advertising to motivational research and learned that they were overemphasizing nutrition. Researchers found that women took the nutritive value of baby foods for granted and were more interested in hints on how to feed the baby the foods that were being advertised.²³

Moth preventatives are among the products that have received attention from the motive researchers. Findings of a study indicated that women feel insecure about moth preventatives because they are not sure that they will succeed in discouraging moths. They like strong odors in moth preventatives because they believe the stronger odor will be more active in discouraging moths. Housewives prefer crystals to sprays because they feel that crystals give wider dispersion of protection. Sprays are felt to be less desirable because the user cannot be sure that every spot has been covered and as a result, women often use several preventatives to protect the same articles.²⁴ This study offers many interesting avenues of attack to gain the

²²Smith, op. cit., pp. 230-2301.

²³"What Sways the Family Shopper?," op. cit., p. 50.

²⁴Smith, op. cit., p. 230.

housewife's attention and promote moth preventatives more effectively.

Columbia University's Bureau of Applied Social Science developed some interesting facts about cosmetics, dentifrices, and soaps through a motivational research study. The researchers found women are so serious in their search for beauty that many of them will purchase one product after another with little regard for brand loyalty. However, women's loyalty can be sought on a logical basis by giving them full information about the product and its use, what it will specifically do for them, and realistic evidence of its effectiveness.²⁵

Lysol, a very well known and long established product in the disinfectant world has undergone a complete packaging and content change as the result of a motivational study. Researchers learned that some housewives punish themselves with hard work as a means of battling their environment. Such women like a strong disinfectant that seems capable of fighting dirt and bacteria and psychologically satisfies their aggressive tendencies. However, another type of woman who is better adjusted to her environment feels no need to punish herself with unnecessarily hard work. Therefore, she desires a milder and more feminine disinfectant. To reach the latter type the manufacturers of Lysol have

²⁵Ibid., p. 223.

modified its odor and repackaged the product in smart, hour-glass shaped container.²⁶

The aggressive attitude of women toward their cleaning tasks figured prominently in the findings of a motive study to determine why women buy brooms. In a period when there are so many substitutes for the humble broom, this question proved a puzzle to broom manufacturers. Preliminary findings revealed that women bought brooms because they were inexpensive, easy to use, and not subject to breakdowns. From deeper probing of the subject the researchers learned that brooms symbolize to women an aggressive approach to dirt and permit them to be assertive and masterful in the performance of the sweeping motion.²⁷ To the broom manufacturers the study suggests a continued growth in their market for brooms in relation to the increase in population.

General Studies

Motivation research in the food field has not been restricted to the products sold in stores. James M. Vicary made a special study to determine why young women avoid service type markets. He seemed to feel there was more behind the shift to the supermarket than convenience,

²⁶Editors, "You Can Gauge Customers' Wants," Nation's Business, Vol. 46, No. 4 (April, 1958), 82.

²⁷"Consumer Motivation," Consumer Report, Vol. 22, No. 6 (June, 1957), 299-300.

prices, and variety. His investigation showed that young housewives were afraid of revealing their ignorance about cooking to store clerks. This study was borne out by a midwestern grocery chain that determined this fear particularly involved meat clerks. The chain took immediate steps by urging meat men to cater to and demonstrate patience with young women, and thus increased sales throughout their organization.²⁸ Today's supermarket move to self-service meat departments eliminates the problem.

A Dichter study on the general preference for supermarkets pointed out that women can leisurely inspect merchandise, read labels, and handle luxury items without embarrassment. The presence of a clerk limits their activities and forces them to behave in a manner they feel acceptable in the eyes of the clerk.

Jewel Tea Company learned through a motive study that women in a "just-for-the-heck-of-it" mood will spend as freely on a luxury food item as they will for a hat. To capitalize on shoppers in this mood Jewel set up "splurge counters" in many of their stores.²⁹

Vicary's word association procedure applied to the word season turned up some valuable information about the consumer. His findings show that for women there are

²⁸Packard, The Hidden Persuaders, op. cit., p. 57.

²⁹Ibid., p. 95.

psychological seasons and a calendar season, and that the length of psychological seasons varies considerably from calendar seasons. The study showed that women are concerned with spring from January 13th to June 6th, a period of five months. Summer is a three month season dating from June 7th to September 6th. Autumn has a two month span from September 7th to November 16th, with winter the shortest season from November 17th to January 12th.³⁰ Vicary recommended to Family Circle magazine, who requested the study, that they adopt the psychological seasons in their promotional appeals to women.

Mr. Cheskin points out in his book How to Predict What People Will Buy the importance of the psychological aspects of color in display work and merchandising of products. Color can either aid or camouflage the display, detract from, or enhance its appeal, and attract customers to the display or repel them. In food merchandising Mr. Cheskin points out that clean light yellows, orange-reds, and browns have a psychological association with food, in the eyes of the consumer. Low preference rating is shown, however, for certain greens, cool reds, and many shades of blue, when related to food.³¹

³⁰ Strong, op. cit., pp. 62-63.

³¹ Louis Cheskin, How to Predict What People Will Buy (New York: Livright Publishing Corporation, 1957), pp. 32, 154.

Studies by Mr. Cheskin on the matter of pricing indicate the importance of submitting pricing policies on products to motivational analysis. He stresses the fact that the consumer associates price psychologically with quality, and that the consumer's image of the product, packaging, and competition must be psychologically evaluated when establishing prices on merchandise.

Dr. George Gallup makes a similar point in discussing the psychological factors in advertising. "The consumer," he states, "may not necessarily equate piggy-bank with money saving, rhinoceros with toughness, or a feather with lightness."³² In taking such analogies for granted the advertiser may completely miss the target at which he directs his message.

Motivational research work by Monsanto Chemical Company on color preferences promises to be of substantial benefit to manufacturers, wholesalers, and retailers. By determining consumer color preferences and forecasting them, Monsanto has aided manufacturers in planning production of colored products, and wholesalers and retailers in their ordering and control of inventories. Their forecasting to date has proven remarkably accurate, which is demonstrated by their designation of pink in 1955, turquoise in 1956, and lemon in 1957, each one being the volume seller as their researchers had predicted.³³

³²"Consumer Motivation," op. cit., p. 300.

³³Ibid., p. 301.

A current field of interest to motivation researchers is the importance of men in consumer buying. Dr. Dichter claims that since World War II men have been assuming greater responsibility and influence in the purchase of food, cars, and appliances. According to Dichter, a man's natural curiosity and desire to explore new fields makes him a greater impulse buyer than women. He indicates that men can be more easily stimulated to make an unplanned purchase than women if the appeal and presentation of the product is psychologically right. If men are gaining importance in the matter of buying, advertisers, and retailers must acquire new knowledge of the American male in order to take full advantage of his patronage.³⁴

Greater Insight Into Consumer Behavior Ahead

From the studies that have been cited, it seems reasonable to say that a considerable amount of progress has been made by motivational researchers in getting at the basis of the real consumer buying motives. They have already developed a body of data which should prove to be of considerable value when utilized by those engaged in the manufacture and distribution of consumer products. Their research has succeeded in pointing out the fallacy in many

³⁴Editors, "Why Men Buy on Impulse: A Billion Dollar Challenge," Printers' Ink, Vol. 262, No. 6 (February 7, 1958), 74.

previously accepted assumptions about consumers, and shedding light on consuming motives that had never been considered by marketing people before this new research brought them to attention. The progress of motivation research has been impressive, and the future of this form of marketing research appears to be bright. There is a wealth of understanding yet to be tapped about consumer motivation and behavior, and motivational research shows promise of being able to ferret out the facts.

CHAPTER V

MOTIVATIONAL RESEARCH STUDY OF COLOR IN HOUSEHOLD PAPER PRODUCTS

Scott Paper Company, the world's largest manufacturer of household paper products, is one of the major national concerns that has made use of motivational research for some time. The company has long been a paper industry leader in both physical and marketing research, and Scott management is convinced of the importance of continued research emphasis to the firm's growth and prosperity. This is the farsighted policy that placed the organization among the earlier users of motivation research and possibly the first member of the paper industry to utilize the new technique.

The firm has made use of motivation research in a number of instances with perhaps a study of color and its relationship to paper products the most extensive motivational analysis that Scott's management has authorized to the present time. Scott started selling colored toilet tissue in test markets early in 1955 after a number of years of extensive market research, devoted to learning as much as possible about consumer interest, reactions, and preferences for color in paper products. Based on the

findings and evaluations of the quantitative data, Scott entered test markets with a four color assortment in their luxury tissue line--Soft-Weve. Management was convinced that there was a great deal more to be known about color than the quantitative studies showed before they introduced the product nationally. Firmly convinced that color was to play a very important role in the future of household paper products, the executive group decided that they must not overlook any potential source of color information.

Management felt that it had quite thoroughly probed the conscious level of consumer response through market research activities, and turned to motivation research to probe the subconscious and unconscious motivations of the consumer. The Institute for Motivational Research, Incorporated, headed by Dr. Ernest Dichter, was selected to undertake the color study. The assignment was to study the significance of color in household paper products with emphasis on four product classes: toilet tissue, facial tissue, napkins, and towels:-

Scott was manufacturing at the time of the study three brands of toilet tissue: Waldorf, a 650 sheet roll; Scottissue, a thousand sheet roll; and Soft-Weve, a 500 sheet roll of two ply tissue. Waldorf and Scottissue were manufactured in white for the national market and in four pastel shades of color for two test markets. Scottie

facial tissues were manufactured in white and packaged in two sizes, a 200 sheet package and a 400 sheet package. The Scotkin paper napkin was a linen finish two ply paper napkin available only in white in a luncheon and a dinner size. Scottowels were manufactured in a 150 sheet roll and a 250 sheet roll in white only.

These are the products that Scott presented to the Institute for Motivational Research for analysis on the basis of the advisability of marketing them in color. The Institute, using a variety of motivational research techniques, undertook the study and came up with some good insights on the use of color, and specific recommendations on the manufacture and marketing of colored paper products.

Key Findings on Color in General

The Institute's major finding was first, that Scott should manufacture and market toilet tissue and facial tissue in color. Their researchers found that color was not just a fad in these two product areas, but a deeply-rooted emotional trend within our culture. They identified the consumer desire for color as a growing and vital trend that was taking on increasingly greater significance in the consumer preference for toilet and facial tissue. They identified the trend as crossing all income levels among consumers and about equally strong among single ply, and two ply tissue users. Thereby, pointing out that all three of Scott's toilet tissues, Waldorf, Scottissue, and

Soft-Weve should be made available in color. However, they further pointed out that color was seen by the consumer as a symbol of extra value and would indicate that Soft-Weve, the company's luxury tissue should be introduced in color first.¹

The importance of shade over color was stressed by the researchers in their evaluation of data drawn from respondents. Researchers learned that certain shades and colors were rejected as unsuitable for use in paper products because they were considered "cheap" and "gaudy." Such colors were found to undo the general acceptance of paper as a substitute for linen by calling undesired attention to the product by the user. Findings revealed that the housewife in purchasing napkins, towels, facial, and toilet tissue felt that she was expressing to some degree her taste and interest in home, family, and guests in a product that would be on display. She, therefore, wants fine, subtle, and unusual colors that are a means by which she can express her refinement and the care and attention that she expends on her home and family. The manufacturer who fails to offer her shades of color that meet these requirements is seen by the housewife as insulting her refinement. However, products in shades that meet her tastes are seen

¹Institute for Motivational Research, Inc., "Executive Summary of Motivational Research Findings on Color in Scott Toilet and Facial Tissue" (New York: Institute for Motivational Research, Inc., October, 1955), p. 5.

as an expression of the manufacturer's belief in and appreciation of the consumer.²

Actual color preferences were found to be very individual and based on individual experiences and home decor, but a preference for pastel shades that would blend easily became evident from the study. Soft pastel shades were seen by respondents as expressing softness and purity, no matter what their individual color preferences were, and these shades were credited with maximum blendability.

The Power of Color

The study gave emphasis to the dynamic nature of color in our society. Color was found among the respondents to be able to mobilize emotions, stimulate senses, to say something about the respondent to herself and to others, distort product perception, change product frame of reference, and match or clash with brand personality. Individual colors vary in the degree to which they can accomplish these things, but possess some degree of power to alter emotional connotations of products and settings.

Researchers at the Institute have set up their findings on the principal color dynamics and classified them under three categories of positive, negative, and mixed, depending on the direction of the change.

²Ibid., pp. 3-4.

Positive Color Dynamics--Have the capacity to shift the emotional connotation

<u>From</u>	<u>To</u>
Utilitarian and Puritanical	Esthetic and Hedonistic
Old-Fashioned	Modern
Anonymous	Individual
Unappetizing	Appetizing
Monotonous	Adventurous
Self-Oriented	Other-Oriented
Ordinary	Luxurious

The first four factors seem to be especially operative in the field of paper products.

Negative Color Dynamics--Have the capacity to shift the emotional connotation

<u>From</u>	<u>To</u>
Modest	Gaudy
Thrifty	Extravagant
Orderly	Riotous

The first two factors seem to be most operative in relation to paper products.

Mixed Color Dynamics--Have the power to shift the emotional connotation in either of two directions, depending upon the specific color and the specific shade. These include the ability of color to convey an impression in the direction either of:

Quiet	or	Loud
Pure	or	Impure
Soft	or	Harsh
Sober	or	Cheerful
Masculine	or	Feminine
Socially		Socially
Acceptable	or	Unacceptable
Strong	or	Weak
Tense	or	Relaxed
Cold	or	Warm

The first six factors seem most significant in paper products.³

³ Ibid., pp. 13-15.

The study's findings on the importance of shades in the use of color and the above cited breakdown of the dynamics of color was the information Scott Paper Company was seeking. It served to confirm theories about the importance of the selection of the various shades to be used in the products and the need for keeping abreast of color developments. Further, it emphasized the fact that errors in the marketing of colors might be even more serious than a marketing disappointment or complete failure in that it could seriously damage the company's reputation. Management armed with a knowledge of the psychological implications of color was better prepared to deal with decisions concerned with color.

Color and Toilet Tissues

The specific study of color gave further substantiation to the increasing consumer interest and trend to color among both the buyers of luxury tissue and those who purchased less expensive tissue. It was viewed as adding to the value of the tissue and changed the consumer's frame of reference from a purely utilitarian item to a bathroom accessory. Respondents also indicated that color made toilet tissue more individualistic, modern, feminine, and luxurious. Color held promise for the respondents of making tissue disappear into its background and become less conspicuous, making women interested in color that would blend, rather than shades that stand out from their background.

To achieve the desired blending of color into the setting, pastel shades proved to be the choice of respondents. Such shades would be subdued and at the same time suggest purity, softness, daintiness, and luxury which are all highly prized characteristics in toilet tissue. These same characteristics were found equally desirable to both single and two ply tissue users.⁴

One major negative factor brought to light by the motive study was the question of purity of a colored toilet tissue. Respondents gave indications about feeling less secure in regard to purity and wholesomeness of a colored tissue than they did about the traditional white. A number of respondents conveyed to the researchers a desire for reassurance about the purity of colored tissue.

Based on their findings, the researchers made specific recommendations about the use of color in toilet tissue. They recommended producing toilet tissue in close to white pastel shades that would connote softness, daintiness, and the desired blendability. Colors, they advised, should be keyed to those most commonly found bathrooms. The same shades in all three Scott brands of toilet tissue should be used since color psychology was found to be the same among both single and two ply users. However, to capitalize on the added value concept of color which the study revealed, color should be added in the Soft-Weve first, then to Scottissue, and finally to Waldorf.

⁴Ibid., pp. 18-19.

To reassure the housewife of the purity and wholesomeness of colors, the researchers recommended providing symbols aimed at the unconscious level of awareness that would convey psychologically the equivalent of purity, freshness, and sunshine. On the rational level, they urged a straightforward campaign to assure the housewife that all color used in Scott's family of tissues was color-fast and color-pure. Dramatizing Scott's quality control to the public they felt would be a major step forward in reassuring the consumer of the purity and safety of colored tissues.

Suggestions for advertising campaign approaches were drawn from the entire range of findings. The basic theme suggested was to convey to the consumer that Scott really understood what she was looking for in colored toilet tissue. "Blendability" was suggested as a major theme with emphasis on both the ability of colored tissue to merge with a background, and the idea of harmony with decor. The added luxury connotation the researchers felt had to be handled with care, in order not to suggest extravagance. The luxury connotation of color they suggested would be best handled in advertising as an "everyday luxury" you can afford. Moral permission for the housewife to indulge in the luxury could be given by picturing the colored tissue in representative American homes.

Researchers felt that the advertising tone should be feminine and designed for women, but that an attempt be

made to win masculine acceptance by developing ads showing men approving of their wives' desire for colored toilet tissue.

Finally, specific recommendations were made on the selection of color names, symbols, and design of the packages for colored toilet tissue. Stress was placed on the application of blendability and inconspicuousness, purity, softness, daintiness and femininity, cheerfulness, and naturalness as criteria when selecting names, packages, and symbols. Softness was considered of utmost importance, and the recommendation called for its being conveyed both in the sense of touch and mood.⁵

Color and Facial Tissue

Evaluation of the data on facial tissue established that women were very receptive to color in this product and that more women liked colored facials than bought them. The addition of color to facial tissues changed the frame of reference of tissues from menial and utilitarian to one of being decorative and cosmetic. Women felt that colored facial tissues were more personal, feminine, modern, and appealing. They were found to have their greatest appeal among narcissistic women, teen-agers, and children.

Women reacted most favorably to pink and to yellow in facial tissue colors. Preferences for shades proved to

⁵Ibid., pp. 19-20.

follow the same pattern as in toilet tissue. Soft pastel shades proved to be the preference and this was directly related to their connotation of softness, purity, femininity, daintiness, and luxury. Although only a minority of respondents kept facial tissue on display in their bathrooms, there was seemingly spontaneous interest in facial tissues matching toilet tissues. Respondents indicated a decided preference for a single color of tissue to a box in preference to a mixture of colors.

The negative findings on color in facial tissue centered around purity, price, and mixed preferences for color within family units. The question of whether colored tissues were as pure as white was the major barrier to general acceptance of colored facial tissues. Price was the second issue that was raised when a number of respondents objected to the prevailing higher price of colored facials, which made them seem an extravagance. The third major objection to colored facial tissues was the fact that there existed in some families differences in preferences for colored and white tissues that posed a problem to the housewife.

From their evaluation of the assembled data, the motivation analysts recommended that Scott Paper Company should undertake the manufacture of colored facial tissues in soft pastel shades matching their toilet tissues. The same psychological values that applied to the use of pastels

in toilet tissue applied also in facial tissues. They advised proceeding with confidence in producing Scotties facial tissue in pink and in yellow, but to carefully test blue and green before their introduction.

Recommendations on advertising called for emphasis on the cosmetic and decorative mood of colored facials with full use of the psychological aura of softness, purity, daintiness, and femininity. Modernity and tastefulness were sighted as sound appeals for an advertising approach, and appeals based on feminine vanity were sighted as particularly appropriate in the advertising of facial tissue. The same recommendations were made for advertising appeals as were made for toilet tissues. The conscious and unconscious levels of consumer awareness should be assured of purity in these products. Warning was given not to make tissue appear too luxurious for fear of robbing them of their acceptance as a product for general use.

Special campaigns were suggested to reach teen-agers and children. A campaign directed at children could build an image in the eyes of the housewife of a company that is aware of her problems and is assisting her in teaching youngsters sanitary habits. The teen-age market was identified as fertile ground for building interest and support for colored facial tissues.⁶

⁶Ibid., pp. 23-26.

The study of facials succeeded in identifying a color trend and preference for color in this product, as well as identifying the positive and negative attitudes involved which had to be dealt with in marketing a colored facial tissue.

Color and Napkins

Motivational research findings on paper napkins and the application of color to this product showed that paper napkins held the greatest degree of ego-involvement for the consumer of all paper products studies. Respondents spoke of paper napkins and their use in terms of satisfaction and pride, and indicated that they regarded them more as a decorative than a utilitarian item. Napkins were perceived as a symbol of social status, and color had an influence on this symbolism. Housewives involved in the study registered dissatisfaction with colored single-ply paper napkins then available on the market on the basis of quality of the product and dissatisfaction with the colors. They indicated a willingness to pay slightly more money for more attractive paper napkins.

White napkins were perceived as being most closely identified with actual linen. A majority of respondents gave voice to a preference for white "linen-like" paper napkins for dinner use and formal entertaining. Close to white pastel shades in napkins were next in preference for dinner use.

Analysis of the results showed that women were receptive to color in paper napkins, but that use of color would be largely governed by the nature of the occasion. Soft pastel colors were seen as most acceptable for formal use after white. A majority of respondents showed favorable association with using colored napkins for luncheon, in preference to use at dinner. While they objected as a group to the use of gaudy colors, they were found very receptive to the use of deep-toned napkins for parties.

As a group, they identified colored napkins with informality, festivity, outdoor fun, and modern, casual living. A major asset of colored napkins was cited to be their contribution to table decorating and the enhancing of appetite.

From the findings of this section of the study it appears obvious that while there is a desire and certain amount of preference for color in paper napkins, that the subject is more complex than in tissue. The findings indicate that colored napkins are somewhat restricted in their use and that properly satisfying the potential of the colored napkin market would involve a greater number of color and shade variations than required by either facial or toilet tissue. The linen or cloth-like symbols were established as having the most appeal to women in napkin buying. White has the strongest identification with linen

and soft pastels are a second choice, in preference to gaudy shades.⁷

Color and Paper Towels

Investigation of the use of colored towels revealed that women were subject to some strong psychological conflicts in relation to this product. While they indicated a liking for colored towels, they showed concern over the purity of the product when used in relation to food, and extravagance in the use of a colored product for purely utility purposes. While white towels suggested purity to women in connection with food, color was seen as unappetizing. Associating colored towels with food, women visualized them as having a soiled appearance when soaked with grease or water. Color in towels also intensified the luxury connotation of paper towels and made the housewife more conscious of their use for purely utility purposes as a waste and an extravagance. She gave evidence of viewing the role of kitchen towels as two products in one. She perceived it as a handtowel and as a utility towel and was receptive to color in the former, but not the latter.

A majority of respondents indicated that they restricted the use of paper towels to the kitchen. When

⁷Institute for Motivational Research, Inc., "Executive Summary of Motivational Research Findings on Color in Scott Napkins and Towels" (New York: Institute for Motivational Research, Inc., October, 1955), pp. 1-3.

questioned on the use of the product in the bathroom, a majority voiced feelings of waste, coarseness of product, and objection to keeping waste baskets for disposal of paper towels in the bathroom. However, these objections proved to be primarily associated with the use of white paper towels in the bathroom, and respondents proved decidedly receptive to colored paper towels in the bathroom. They viewed colored paper towels for bathroom use as decorative, soft, and modern, with possible work saving features for young mothers troubled by children's smudging of cloth or linen towels.

In the area of color preferences, the respondents showed a desire for soft pastel shades in both kitchen and bathroom. In the kitchen they sought color harmony with walls and furnishing and saw pastels as less repugnant for use with food. For bathroom use the respondents indicated pastel shades would be less suggestive of public washrooms than white paper towels and more suggestive of cloth. These women also made known a desire to have paper towels match their toilet tissues.

Based on the findings of the towel portion of the study, the Institute for Motivational Research recommended that Scott produce colored paper towels in soft pastel shades that would suggest purity. In the selection of colors they advised careful consideration of the towels' appearance after saturation with grease or water and the

promotional value of using shades that match Scott's colored toilet tissue.

In the area of advertising, the researchers suggested emphasis on themes and symbols that suggest purity, designed for both the rational and the unconscious level of consumer awareness. Promotion directed at the use of colored towels in the bathroom was felt to have excellent potential for introducing colored paper towels and broadening paper towel sales. Desirability of paper towel use by children was suggested as a promising theme to interest mothers in placing paper towels in the bathroom. Recommended copy appeals were decorativeness, cheerfulness, individuality, and modernity with a warning to avoid stress upon "luxury" because of the misgivings it arouses about waste when associated with paper towels.⁸

Current Status of Color in Scott Paper Products

Scott Paper Company, at the present time, is marketing colored paper products in all four product classes that were submitted to motivational research. The company is now manufacturing and distributing nationally Waldorf toilet tissue in white and three colors, pink, yellow, and aqua. Scottissue and Soft-Weve are both being marketed in white and four pastel shades: pink, yellow, blue, and green.

⁸Ibid., pp. 4-8.

Scottowels are now available nationally in pastel pink and yellow, as well as the traditional white, as are Scotties facial tissues. The newest member of the Scott line of products is a new single ply napkin with a linen-like embossing which is being marketed in pink, yellow, and white. This last mentioned product is limited to specific markets at the time of this writing, but should be in national distribution by early 1959. Only the company's two ply linen finish Scotkin napkin has been left untouched by the firm's adoption of color for paper products. The reason appears to center around the fact that up to the present time the demand for colored two ply napkins has not been sufficient to justify adding color to the Scotkin napkin. However, the demand for colored products is dynamic, as the study points out, and Scotkins will be made available in color as soon as consumer demand appears strong enough to support the product in color.

Scott Paper Company found this motivational research study of great value in undertaking the addition of color to their established line of products. It tended to substantiate many assumptions and theories that the firm's management had developed about color. The study proved of further value in supplying some new ideas about color and its uses, explaining consumer motivation in regard to color, and suggesting important advertising appeals that were directly related to the findings.

CHAPTER VI

CANNED MEAT STUDY

Early in 1957 a psychological market research study was undertaken for the National Meat Canners Association of Chicago, Illinois. The study was conducted by the research department of Batten, Barton, Durstine, and Osborne, Incorporated of New York and directed by Victor F. Himmelwright, Ph. D., a consulting psychologist.

Purpose

This study was undertaken to specifically determine the nature and scope of human behavior in relation to the purchasing, preparing, serving, and consuming of canned meats. The researchers included all opinions, attitudes, feelings, emotions, and motivations related to canned meat under the heading of behavior.

A secondary purpose of the study was to obtain the same information about fresh meats for analysis and interpretation. Such information, it was believed, would be a valuable source of suggestions for increasing canned meat consumption.

The report is restricted to the industry level, rather than to individual companies or brands. This approach makes the report more valuable because it deals with

the entire question of canned meats, rather than a mere phase, as might have been true in an individual company study. But the researchers find it necessary to point out that firms should augment the study with psychological studies at the brand and product level to complete a full psychological view of the consumer.

Research Methods and Techniques

Nondirective group interviews, directed depth interviews, and projective techniques were used in this study. All such interviewing was conducted and analyzed by professional clinical psychologists and psychiatrists. Each of these men had an established private practice, had served on the staff of a reputable hospital, and were eminently qualified to conduct this study.

Principal Findings and Evaluation of the Study

The stereotype: canned meat. The housewife views canned meat as a "fringe" food acceptable for secondary users, but not an equivalent substitute for fresh meat. Her impulse to buy canned meat comes into conflict with her traditional and cultural preferences for fresh food. She has acquired an unfavorable attitude from her mother and grandmother against canned meats and has difficulty overcoming her prejudice. There is a genuine conflict of older traditions and modern conditions which the housewife cannot easily resolve. Early home tuition has given her a

set of moral values and responsibilities that are not necessarily in tune with our ever changing pattern of life and standard of living. She views as a prime virtue being a good cook who takes care of her family by preparing nutritious and delicious home made meals. At the same time she finds a constantly increasing demand upon her time by activities outside the home which interfere with her traditional role of good cook, wife, and mother.

Canned meats offer the housewife an easy solution to the increasing demand upon her time and energy, but they are not viewed as a really satisfactory solution. She cannot escape a guilt feeling when preparing and serving canned meats. The study reveals that the housewife experiences this guilt initially when she purchases canned meat and again while opening, cooking, and serving canned meat to her family. Emotionally, she feels she has no identification with the meal and has sacrificed what credit would normally be due her for preparing a good meal.

From the standpoint of quality she looks upon canned meat as inferior. She associates canned meats with mixtures of meat. A mixture of anything is never considered as desirable as the pure product.¹ This mixture impression is heightened by the presence of fat in all canned meats, and

¹Victor F. Himmelwright (ed.), "Canned Meat--U.S.A.," A Psychological Market-Research Study (New York: Batten, Barton, Durstine, and Osborne, Inc., May, 1957), p. 23.

the number of canned mixtures of meat and vegetables. When buying canned meat products the family shopper often feels cheated by the presence of things other than meat in the can. This is pointed out even in the instance of canned ham which is packed in jellies and liquids. This tends to fortify in the shopper's mind that canned meats are inferior.

Interrogation on the matter of purchasing habits revealed that canned meats are purchased on impulse, served sporadically, and stored to relieve guilt feelings. When in the store the housewife is attracted by the convenience and advantages of canned meat, but she appears to be overwhelmed by guilt in using the products. The respondents gave various replies in this area of questioning, but revealed a common desire to use canned meat for convenience, although few actually did so. Many reported storing canned meats for long periods and then throwing them out because they feared they were too old to be used.²

When asked for recommendations on the improvement of canned meat the respondents talked in terms of making them more comparable to fresh meat. They seemed to feel that canned meat should be made more like the fresh counterpart in size, shape, appearance, and taste. There was a demand to be able to see the product, for larger pieces, and for minimal pre-cooking so that the meat can be served rare or

²Ibid., p. 24.

according to the family preference. Canned meat lacks the red color that is a vital aspect of the "consumer's mental image of meat."³

Investigation of the canned meat stereotype revealed that the average consumer is subject to a number of psychological conflicts in regard to canned meat products. She rationalizes her failure to serve or properly utilize canned meats by assuming canned meats are inferior, and by using any variances between canned and fresh meat to fortify this position. So common is the belief that canned meats are inferior that a majority of respondents stated that they always apologized when serving canned meat.⁴

Relation of canned meat to other convenience foods.

Convenience foods in terms of this study are deemed to be all commercially packaged items that are partially or wholly prepared food products. This definition covers all frozen foods, canned items, and instant packaged products.

Study of housewife reaction to other convenience products revealed a much more ready acceptance of a product that was a supplement to the meal, but was not the main course. Respondents indicated considerably less feelings of guilt in serving a canned soup as a preliminary course and canned vegetables as a supplement to the main course, than serving a canned meat.⁵

³Ibid., p. 28.

⁴Ibid., p. 7.

⁵Ibid., p. 38.

The housewife seemed to feel that her reputation as a cook rests primarily on the main course, which is normally a meat course. It is on this course she normally expends her greatest skill, and feels is most closely identified with her talents.

Surprisingly, the housewife does not feel the same threat to her reputation as a cook when using canned fish as a main course. Canned fish has more of a traditional acceptance than canned meat and is often preferred by some consumers to the fresh product. On the other hand, canned or frozen soup which is used freely as a preliminary course, induces the same guilt feeling as canned meat when served as a main course.

Cake mixes and instant beverages are products that meet with greater acceptance because they are supplemental meal courses. An added plus for cake mixes is that they require a certain amount of preparation and attention on the part of the housewife, and the end product resembles in taste and quality the home made item.

Canned meats encounter the greater marketing problems than other convenience foods because of the varying degrees of importance placed on various parts of the meal. The main course, for which canned meats are best suited, is the most important to the housewife and members of her family. This course must be a success if the meal is to be a success. As long as canned meat is not the equivalent of fresh meat it will not be considered a desirable main course.

Consumption of canned meats by varying income and occupational groups. Canned meat products are consumed at all income levels and by all occupational groups examined in this study. The variance seems to come in the fact that at the lower income level there is greater consumption of standard canned meat products such as corned beef, hash, stews, and chili con carne. Higher income level groups tend to consume larger amounts of the special or luxury canned meats. Special canned meats are identified as: deviled ham, vienna sausages, boned chicken, meat pastes, and canned hams. In the luxury class the study places such items as: canned whole pheasants in wine sauce, pate de fois gras, and the more exotic varieties of canned meat.⁶

By occupational classes the study points to manual workers as large canned meat consumers, whereas businessmen and salesmen consume small quantities by comparison. The latter are also identified as exerting a "negative influence upon their wives and families in connection with serving canned meats for dinner."⁷

Age is pointed to having an influence on canned meat consumption. Infants, children, and adolescents are identified as heavy consumers, young married couples as moderate, and older couples as limited consumers of canned meat. The point is made that the industry should attempt to capitalize on this acceptance by youngsters of canned meat.

⁶Ibid., p. 40.

⁷Ibid., p. 53.

The matter of variance in tastes and attitudes between the two sexes were probed by the researchers to determine their relationship to canned meat consumption. Women were found to favor hot meals while men prefer food warm or at room temperature.⁸ This fact about women brought to light another underlying source of their seeming objection to canned meats. It seems the housewife is unable to heat canned meat to a temperature she desires because she believes that as a precooked item she will rob the meat of its remaining flavor. This means she serves the meat at a temperature that is not palatable to her. The respondents indicated, on the other hand, that their husbands liked canned meat when served warm or at room temperature. This introduces just one more dilemma into the serving of canned meats. A solution to this problem is again a matter of consumer education. The industry must make the public fully aware of how to handle canned meats properly, and how to protect their flavor appeal and nutritive value. The industry must attack the prejudices and prevailing attitudes by means of an educational process.

Acceptance and use of seven canned meat products.

1. Canned corn beef hash was found to have very wide acceptance by housewives and their families. A major factor behind this proved to be that so many users had little or

⁸Ibid., p. 51.

no experience with real corned beef. Negative responses were based on the fact that the product was a mixture which suggested inferiority and an objection to color and odor.⁹

Primary appeals for this product are economy and ease of preparation. Strongest consumer acceptance of the product was found to be in the East, enjoying considerably less popularity West of the Mississippi River.¹⁰

2. Canned meat stew was the second product area considered in the study. Here they found that the use of canned stews had to compete with the housewife's compulsion to use leftovers. She feels guilty about throwing out meat scraps, and therefore, frequently utilizes them in making various types of stew. Stews are made with sufficient frequency to give the housewife and her family definite taste patterns related to stews. The preference for home made stew is rationalized by saying that it tastes better. This rationale drives women to "doctor" canned stew when they do serve them in emergency situations. Conscience seems to compel them to "doctor" stews and they frequently complain because the gravy in most canned stews limits the degree to which they can change the product.¹¹

The housewife deems canned stews to be inferior on a number of counts, with the primary objection being that they are a "mixture." Other objections take issue with

⁹Ibid., p. 61.

¹⁰Ibid., p. 66.

¹¹Ibid., p. 66.

the limited quantity of meat, small size of the pieces of meat, taste and quantity of the vegetables, and the amount and quality of the gravy.¹²

This product was viewed as a cheap meal in comparison to buying all of the necessary ingredients for a home made stew. However, it was viewed as an extravagance when utilized in preference to making a stew in the home from left overs and meat scraps. The most common justifications given for use were an emergency meal, children's lunches, and special circumstances like camping expeditions.¹³

3. Canned chili con carne suffers seriously in the eyes of the respondents on a basis of taste and quality. As a highly seasoned dish there are wide variances in taste evaluations which cannot be easily satisfied by a standard canned product. As a mixture, the product suffers a psychological assumption of inferiority assigned to all canned meat mixtures when considered by the respondents. The consumer finds it easy to rationalize her over-all feeling that the canned chili con carne is inferior because the product is a mixture and lacks an appealing appearance.¹⁴

Consumers who like this dish find it simple to prepare at home and are better satisfied because they are sure of the contents and can control the spiciness. Although preparation of the dish is simple to prepare in the home,

¹²Ibid., p. 66.

¹³Ibid., p. 67.

¹⁴Ibid., p. 70.

the housewife gains a good deal of psychological satisfaction in the preparation and serving of this dish.

Chili con carne as a food has some major limitations. The high degree of seasoning makes the dish unacceptable to a large portion of consumers and causes it to be viewed as an undesirable food for children and elderly people.

Greatest consumer acceptance of canned chili con carne is in the Southwest where the dish originated. Consumers in two northern urban centers (New York--Chicago), however, complained that the canned product was not as "hot" as a genuine Mexican chili con carne.¹⁵

4. Canned luncheon meats' competition is found in fresh cellophane wrapped luncheon meats available in local stores. Both the canned and fresh products are viewed as inferior because they are mixtures, rather than a single, pure meat substance. However, canned luncheon meat receives the poorer rating because of the conspicuous presence of fats and liquids when the can is opened. Few housewives know or understand the meat mixture used in canned luncheon meat, but rationalize lack of knowledge by assumptions that they contain scraps and inferior grades of meat.¹⁶

Canned luncheon meats were most generally used by respondents as an occasional novelty at lunches or as a meat at breakfast. The rather pronounced taste common to

¹⁵Ibid., p. 71.

¹⁶Ibid., p. 76.

most canned luncheon meat was suggested as a factor limiting frequent use.

Here, again, the housewife generally looks upon this canned meat product as a cheap substitute for fresh meat. She is best satisfied with canned luncheon meat if she is able to "fix it up" in some way or utilize it as an ingredient in a main dish.

Non-users of canned luncheon meat stress the fact that it is not pure meat, and they believe the product is unwholesome and lacking in nutritive value.

5. Canned deviled ham is a canned meat product that was viewed by correspondents on the basis of merit, rather than emotion and underlying attitudes and feelings. The respondents knew of no comparable fresh meat item, and therefore accepted or rejected the canned deviled ham on the basis of taste and appearance. In addition, this product enjoys the advantage of being considered a pure meat, which builds prestige and appeal in the eyes of the consumer. Respondents did indicate that they felt the product was very expensive, too spicy for frequent use, and best suited for hors d'oeuvres or an occasional sandwich.¹⁷

Researchers seemed to feel that for many respondents the statement that canned deviled ham was too expensive was a rationalization. They suggest that many respondents seemed to feel it necessary to rationalize their limited

¹⁷Ibid., p. 79.

acceptance of this canned meat which had more attributes than the products previously covered.¹⁸

6. Canned vienna sausages are generally considered by respondents to be a whole or solid meat. In the cases where this was true, the consumer has a very favorable image of the product. Acceptance of this canned meat was aided also by the lack of any home made product or comparable fresh meat. In spite of the favorable image, researchers found that housewives tended to limit their use of the item because it was canned meat. Again they tended to rationalize their limited use by attributing it to expense of the product, which seems to be a superficial reply. However, they do seem to limit product use to cocktail parties, snacks, and an occasional breakfast.

Respondents, aware of the fact that canned vienna sausages are a mixture, tended to reject the product. All of the emotional prejudices toward mixtures in canned meats were attributed by these better informed consumers to canned vienna sausages.

Men were found to be strongest in their preferences for canned vienna sausages. The red color of the sausage and the fact that they appear solid seemed to make the greatest impression upon respondents favoring the product.

7. Canned ham held a surprise for the researchers with the discovery that most housewives do not consider

¹⁸Ibid., p. 80.

canned ham as canned meat. Questioning showed that respondents did not consider canned ham to fall into the canned meat category at all. This points up the fact that contents share at least equal importance with the container in the building of the consumer's product image.¹⁹

The canned ham appears to offer the housewife everything she seeks in, and cannot find in, other canned meat products. She finds them to be at least equivalent to its smoked, boiled, or newly processed competitors, and, in some cases, better. The canned ham has the expected appearance, enjoys the virtue of being big, lacks nothing in taste or flavor, is desirable for company and party meals, and can be prepared and served in many ways. The canned ham offers to the housewife the same opportunity to individualize and identify herself with the meal, as does the regular ham. She is able to contribute as much effort to the preparation and serving of canned ham as she desires, yet when it arrives on the table it has all the appearance of the "fresh meat equivalent."²⁰

The researchers indicate that housewives rejecting the use of canned ham do so from basic prejudice against canned meat. Evaluation of respondents' statements that the product is too expensive, or objection to the "jelly" in the canned ham are mere rationalizations of their basic prejudices.²¹

¹⁹Ibid., p. 85. ²⁰Ibid., p. 92. ²¹Ibid., p. 93.

American Pattern of Consuming Fresh Meat

The second phase of the canned meat study is an investigation of the patterns of fresh meat consumption among Americans. This phase of the study was undertaken in the belief that the findings could be utilized to develop ideas and approaches for increasing canned meat consumption. At the very least, it was felt to be a source of better understanding and knowledge of canned meats' real competitor--fresh meat.

To obtain a complete picture of fresh meat consumption the researchers undertook an investigation of consumer shopping habits, meal planning and cooking, and their relationship to fresh meat. Research directed at these three areas gave them a reasonably complete and comprehensive view of the importance of fresh meat to the American consumer and the satisfaction derived from its use.

Shopping habits in connection with fresh meat and meal planning. Meat and grocery shopping of today's middle class housewife is primarily done at supermarkets with a majority doing the bulk of their buying on one weekly trip to the store of their choice. This has been made possible by the extensive use of the automobile for transporting food purchases and the widespread possession of electric refrigerators and home freezers permitting purchase and safe storage of large quantities of food. However, this bulk buying has divided meal planning into two phases:

an over-all meal planning before and during a shopping trip and specific meal planning prior to each day's major meals. Middle aged and older women were found to do this planning and shopping with confidence based on long experience, while younger women were found to be in need of assistance in both of these activities.²²

Fresh meats were found to be the central theme of all meal planning, and hence, were usually given the greatest emphasis in the shopping function. Respondents indicated that fresh meats were usually the first purchase they made when shopping, and that they were influenced in their fresh meat purchases by color, appearance, price, weight, and specific characteristics of the meat under consideration. Beef proved to be the most popular meat among respondents and was viewed as a "standard" by which other meats were judged.

Questioning on the matter of shopping assistance for the housewife showed that middle class men are taking a greater part in food store shopping than has been true in the past. Respondents indicated, however, that fresh meat purchases were primarily the housewife's prerogative and husbands and children were more active in decisions on supplementary meal courses.²³

²²Ibid., p. 117.

²³Ibid., p. 118.

Meal planning habits and specific meal planning. Data drawn from meal planning revealed that breakfast is viewed by the middle class housewife as a hurried meal, allowing little time to plan or prepare, and offering no challenge to her initiative. Meat is not generally served by these housewives except on weekends or holiday breakfasts.

Luncheons were viewed by these same women as a necessary evil, but presented an opportunity to use left-over meat. Respondents thought of lunch as a light meal, unless guests were being entertained, in which case they would be apt to make it elaborate. For a guest-luncheon, meat was considered an essential, and great care and effort was justified in meal planning ~~and~~ preparation.

Dinner was the meal that respondents seemed to feel was a challenge to their respective talents and worthy of a housewife's efforts. It was identified as the most important meal of the day because all of the family generally ate together and this is the most leisurely meal of the day. The presence of the entire family unit and the fact that there is time to enjoy the meal challenges the housewife to put initiative, imagination, and planning to the preparation of this meal.²⁴

As for the specific demands of meal planning, respondents conveyed an understanding that nutrition should be

²⁴Ibid., p. 136.

uppermost in their thoughts, but revealed that eye appeal was considered the most important single factor. Beyond this they gave emphasis to variation of menus. Dieting was identified as a current factor in meal planning that is taking on growing importance. For a specific meal, planning is done around the inventory of meat and food-stuffs on hand. Meat serves as the theme from which the rest of the meal planning is developed, since both men and women consider fresh meat as their primary source of energy, vitality, and health.²⁵

Importance of cooking fresh meats to the housewife.

Cooking was found by the researchers on this study to be the most rewarding of all the household chores that a woman performs. She finds in cooking her best means of winning the approval, gratitude, and affection of her husband and children. As a household task it has become a measure of a woman's femininity and an outlet for her creative talents. Although cooking is a demanding task of both time and energy, respondents indicated that they saw cooking as a means of making a genuine contribution to the welfare of their families.

Prevailing Product Image of Canned Meat

In this study, respondents indirectly related the following overall product image to canned meat by their descriptions of the type of people who use canned meat.

²⁵Ibid., p. 137.

Canned meat was seen as appealing to:

1. People who hate to cook and who do not know how to prepare meals.
2. Lazy, careless, uncreative people with no taste whatsoever, and who are satisfied with anything.
3. Working people in lower income brackets who cannot afford fresh meat.
4. Busy, working mothers who cannot take time out to care for their families.
5. People who live alone and who have not had too much "good," "fresh" meat.
6. People who cannot shop frequently.²⁶

Major Suggestions for Increasing Canned Meat Consumption

I. Undertake a comprehensive and fundamental educational program to counteract and eliminate unrealistic emotional prejudices against canned meat. Emphasis of such a campaign should be on proving the nutritional value, demonstrating the economy, and building the prestige of canned meat.²⁷

II. Market canned meat products that permit the housewife to make a greater personal contribution in the preparation and serving of these foods. The meats should be subjected to minimal precooking to reassure the housewife of their nutritive value and permit her to prepare them to suit the family taste. Young housewives can be most easily influenced in the use of canned meats when given straight forward and simple meal planning advice and cooking guidance.²⁸

²⁶Ibid., p. 152.

²⁷Ibid., pp. 147-148.

²⁸Ibid., pp. 154, 156, 158.

III. Concentrate on aiding the housewife in meal planning. Offer meal and recipe suggestions in all advertising, product labels, and point of sale merchandising to satisfy her search for variety. Capitalize on her desire for meal planning help and her desire for variety by constantly showing her new and novel ways to utilize canned meat.²⁹

IV. Consider the marketing of a line of prestige canned beef products. Beef is by far the most popular meat product in the United States. "Beef was the overwhelming preference of 96% of the respondents in this report."³⁰ Consumer acceptance of a prestige line of canned meat products would be beneficial to overcoming prejudices against canned meat in general, and tend to build acceptance of canned meat items. Such a prestige line of beef products should be prepared and packaged with recognition of the consumer's desire for minimal precooking and large, solid pieces of meat.

Summary and Conclusions

The canned meat study is a very broad and comprehensive report on the canned meat issue, and only the highlights have been touched upon in this paper. However, a clear picture is drawn of the problems faced by the industry in increasing consumption of its products. The study

²⁹Ibid., p. 161.

³⁰Ibid., p. 167.

clearly shows that much of the resistance to canned meat is of a psychological, rather than purely rational, origin. The consumer's natural tendencies are thwarted in many instances by underlying prejudices, emotions, and attitudes that must be recognized and dealt with if the industry desires a greater share of market. These prejudices, attitudes, and feelings are brought to light and analyzed throughout the study. On the basis of the findings, the researchers offer specific recommendations for action. Procedures are outlined on how the industry can counteract the harmful, and capitalize on the advantageous, psychological influences related to canned meats.

This study is a good illustration of the application of motivational research by an industry-wide association to obtain information that will be beneficial to all of its members. The findings of this particular study are clear cut, and suggest some very concrete approaches that may be taken by the canned meat industry to win greater consumer acceptance for all canned meat products. Examination of the study shows that the prejudices against canned meats are so deep-seated and so widespread that only an industry-wide campaign appears to hold much promise in changing these prejudices. Using the findings of this study and the recommendations of the researchers, a very sound advertising and merchandising campaign can be built to break down the canned meat stereotype and associate them more closely with fresh meat.

CHAPTER VII

SUMMARY AND CONCLUSIONS

Motivational research is a relatively new phase of marketing research that borrows from the techniques and procedures of social science to get at the "why" behind human behavior. Pressure of business interests to obtain greater knowledge about the consumer at the turn of the century paved the way for the introduction and development of market research. Market research proved successful in ferreting out answers to the "what" and "how" questions in relation to consumer behavior, but proved incapable of determining "why" people, and specifically, consumers, behave as they do. Continuing pressure by business interests to learn the "why" behind consumer behavior attracted the social scientists into the realm of marketing research. Their studies, which were focused on determining the underlying motives that they believed to be responsible for consumer decisions and action, brought to their activities the title of motivational research.

One of the earliest motivational research studies that has come to the attention of the writer was performed in 1932. Whether this was the first motivational research study has not been clearly established, but it does serve

to point out that this form of research is at least twenty-five years old. Two behavioral scientists who are particularly active in the field trace their motivational research work back to the mid-nineteen thirties and vie for the honor of having originated this approach to marketing research.

Motivational research, as practiced today, is largely a postwar development. It did not gain any recognition in business publications until 1948 when an article by motive researcher Louis Cheskin appeared in the Harvard Business Review. The April 1950 edition of the Journal of Marketing carried four articles dealing with motivational research which tended to be the first significant recognition of the new research by the publication's sponsor, the American Marketing Association. From this point on, motivational research received a considerable amount of attention from both public and business press. In the past eight years it has been widely publicized in commercial publications, served as subject matter for a number of books, and gained recognition as a branch of marketing research from the Advertising Research Foundation, which is a prominent organization in the field of advertising.

Use of motive research has been spreading quite rapidly among business organizations in recent years. The techniques borrowed from the social sciences have been utilized by a number of leading national concerns to gain

insight on the subject of consumer motives and behavior. Motivational research studies have been performed for such concerns as Chrysler Corporation, General Electric, General Foods, American Telephone and Telegraph Company, Scott Paper Company, and other leaders in their respective industries. It has been utilized for product studies, brand loyalty analysis, investigations of impulse buying, evaluation of sales techniques, development of advertising appeals, new product development, product and package design, advertising copy analysis, and many other phases of business activity and interest.

There are varying techniques and procedures used by motivational researchers, but all are aimed at developing knowledge of the motives behind human behavior. There are three prominent approaches to motivational research and each has exponents who are recognized leaders in motivational research circles.

This form of research is being conducted by motivational research firms, marketing research organizations, advertising agencies, and in some cases, by qualified personnel within business organizations. There are no limitations on the type of organization that can perform motivational research, as long as the organization has properly qualified personnel to conduct the research.

The growing popularity of motivation research among business organizations is largely due to the publicity

given to successful studies performed for a number of major companies. The findings of studies performed for General Foods, General Electric, Jewel Tea Company, and others that have been widely reported in business publications tend to suggest that this form of research could be beneficial, in some degree, to most any organization. Results to date seem to indicate that motivation research has potential for any organization interested in the hidden motives behind human behavior.

Serious controversy exists, however, over the actual value of motivation research. This controversy over the new research rages both externally and internally. The external controversy centers around the value of qualitative versus quantitative research, motivational research as a marketing tool, the validity of motivational research findings, the ethics of this type of research, and the legality of it. The internal controversy centers around the differences of opinion over approaches and techniques used by various motive researchers, and over the validity of the techniques used by motivational researchers to obtain information and draw conclusions. There are prominent individuals of recognized ability representing each phase of opinion involved in the controversy.

In spite of the controversy, motivation research has been moving forward and building a valuable body of data about human motivations and explanations of human

behavior. The studies reported in Chapter IV of this thesis are limited to a number of research findings that apply to the field of food distribution. However, they are sufficient to illustrate the contribution being made by motivational research to one specific phase of the economy.

The color research performed for Scott Paper Company is a sound illustration of motivation research performed for a specific company and largely limited to product information as it relates to the company. In the canned meat study there is a good example of the use of motivational research for an industry-wide study. Motivation research is equally valuable in both instances, and has been successful in developing insights that will enable the sponsors in both cases to tailor their products, marketing, and sales promotion efforts to the desires of the consumer.

Within this thesis motivational research has been largely viewed in relation to its activities and undertakings that are pertinent to the field of food distribution. This approach to motive research was taken first because of the writer's interest in the field of food distribution, and secondly, because this new form of research has performed some of its most productive work in this area.

Motivational research, in the opinion of the writer, is destined to grow in importance and receive a more

general recognition as a vital part of marketing research. Marketing functions are directed to the satisfaction of human wants, and motivational research has proved to be the most successful method, to date, of determining those wants and developing and understanding them. Marketers are no longer satisfied with how and what explanations of human behavior, as supplied by quantitative market studies, but wish to know the "why" behind human behavior. The answers to the question "why" are found through the qualitative approach to marketing research that has become known as motivational research.

The interest of marketers in obtaining greater understanding of human behavior is becoming more widespread with the passage of time. Greater knowledge and understanding of consumer motivations appears essential if our economic system is to achieve its full potential in serving people effectively and efficiently. This stress on the importance of understanding the consumer is sufficient reason in itself to promise motivational research growth and influence in the future of marketing. However, motivation research has already made impressive advances in adding to our store of marketing knowledge, and supplying valuable insights about consumer behavior and reactions. Although a relatively new phase of marketing research, it has had a very productive record. Motivational research has successfully solved many marketing problems, turned up

new marketing ideas, aided in the development of new advertising approaches, and performed many more valuable services and functions for business in general. Genuine accomplishments cannot be overlooked, and motivational research has an impressive list of accomplishments to its credit.

The most important phase of the current controversy over motivational research in marketing circles is the charge that motivation researchers depend entirely on qualitative research and fail to utilize quantitative research to substantiate their findings. Devoted market research interests find it hard to accept the new research or its findings, due to a tendency by motive researchers to ignore established statistical procedures in pursuing their studies. However, a current school of motivation research led by Dr. Herta Herzog of McCann Erickson Advertising Agency combines both qualitative and quantitative research in motivational work. This appears to be the trend which motivation research will follow in the future. Firms now devoted entirely to the qualitative approach will add quantitative research procedures to their undertakings. Similarly, firms now devoted entirely to the statistical or quantitative approach will add social scientists to their staffs to round out their research activities. As this transition takes place, the debate over the value of motivational research versus market research should die a natural death.

Only the passage of time will quiet the fears and misgivings about the possible misuse of the new research tool. However, publicity created by the concern over this issue will serve to warn the public of the dangers, and enable them to recognize and guard against abuse of motivational research findings.

Educators will continue to debate the validity of the techniques used by the motive researchers until their techniques have been thoroughly proven, or more acceptable techniques have been developed. However, close scrutiny by members of the academic field should serve as greater incentive to the social scientists interested in motive research to sharpen and improve their techniques and develop more acceptable procedures for their profession. Their efforts to make motivational research acceptable by educational standards should result in a more exact science that will be of even greater value to marketing in the future.

The current progress and utilization of motivational research shows indications of a closer relationship between the social sciences and marketing interests in the future. The desire on the part of marketers for improved knowledge of human wants, and the ability of the behavioral scientists to obtain this information will bring a closer union between the two areas of endeavor. Continued cooperation and

merging of the interests of the two groups holds promise for better products, better marketing programs, and improved services, based on greater understanding of the consumer and his actual wants, needs, and desires.

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