

VISIBILITY

Case Study

Dr, Bob Deutsch
Brain-Sells, Boston, MA
www.Brain-Sells.com

Cognitive anthropologist develops breakthrough strategies for businesses and brands, based on rigorous, research-based insights into human cognition and social behavior, aimed at understanding people as people, not just consumers

Program:

Develop thought leadership for marketing researcher within targeted business categories using bylined columns.

September 2009 through September 2010

A sampling of media coverage,
in chronological order, follows

Len Stein - President
Alex Stein - Manager, Digital Services

MarketingDaily

Commentary

Frugality, Authenticity ... *And* Luxury

Bob Deutsch, Sep 25, 2009 05:00 AM

Fear and savings are up. Consumer confidence teeters. We turn on the TV and hear media talk of the shame of the luxury goods buyer hiding newly purchased high-end extravagances in discount store shopping bags.

If marketers looked closer and listened harder, they would realize that something else is afoot: Frugality is not antithetical with luxury. Let me explain.

Marketing strategists ultimately define a luxury by its price tag. As a cognitive anthropologist, I've been out and about in this downturned economy talking with people, asking "What's life like, nowadays?" I don't ask what they buy or don't buy.

When you give people the time and leeway -- and respect -- to talk about their lives, not as a consumer but as a person, you hear the mundane eloquence and simple complexity of real life as it is lived by real human beings.

In this context, two types of narrative are encountered:

1. More Meaning-Seeking: "I must be more selective in what I buy and what I buy into. I want things now that will show me my heart."
2. More Authenticity: "I've wanted to buy a great fountain pen for as long as I can remember, but I never have, until now. Despite the economy, or maybe because of it, I thought I should buy one now. I did and I'm so happy. It feels so sensual, so luxurious in my hand. I think I do better writing with it. It helps me get down to my deepest thoughts and feelings. I find 'me' with this pen in my hand."

That's the real experience of luxury, no matter what a product costs. A luxury experience takes you beyond yourself. It makes you feel more of you. It provides a venue for you to recognize or elaborate something latent in you that has not yet been made manifest.

A luxury experience makes a novelty of familiarity. It's a paradox that provides a surprise and it "fits" you. That's the best experience of all!

In today's culture, time is speeded up, unpredictability has ascended, and competition for scarce resources is the name of the game. Life is hard. We are aging more rapidly, even as our lifespan is increasing.

America finds itself between mythologies. We are not what we once were. We do not yet know what we will become.

In this transitional phase, the American ethic of self-expansion and self-expression is still strong, but in some way "having" is being replaced by "being." Accumulation is being over-ridden by authenticity and the quest for meaning. The quest for more of "me" -- that is a necessary luxury.



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Vehicles

World's Top Luxury Cars

Hannah Elliott, 10.23.09, 6:00 PM ET

Dr. Bob Deutsch, a 60-year-old cognitive anthropologist, first experienced the Maserati Quattroporte when he and a friend cruised the Cannes coastline on their way to lunch, 40 years ago. Today, he still can't walk past a Maserati showroom without going inside to reminisce--and consider buying one.

"First of all, the leather is unlike anything I've ever been in contact with. And I've been in contact with leather before--even good leather. But not like this," Deutsch says. "The connotation of Mercedes is, I think, engineering. The connotation of a Maserati Quattroporte is, 'Oh god, I feel like a chocolate cone melting.' "

In Depth: World's Top Luxury Cars

Deutsch isn't alone in his passion for the best luxury cars. Last month, makers of luxury vehicles suffered a relatively benign 13% decline in sales compared to September 2008, and while super-luxury automakers (Bentley, Lamborghini, Rolls-Royce, Maybach) were down 31%, Rolls-Royce pulled in 37% more sales in September of this year than in '08. Porsche (up 8%) and Ferrari (up 52%) each came in with positive numbers last month as well.

Video: World's Top Luxury Cars

This comes as no surprise to Deutsch: People who buy these cars are simply not letting a little recession get in the way of their self-expression and "self-expansion," he says.

But these days, mindless accumulation is being replaced by a quest for authenticity. And wealthy consumers can get it--as well as power, prestige and poise--from more automakers than they ever could have in the past.

Wide Variety

To showcase the uniqueness and appeal of some of the world's top luxury cars, we highlighted models that will be sold in 2010 and cost more than \$100,000. They also had to be produced by a widely recognized, high-end carmaker in a quantity of at least 50. To keep the focus on luxury, we left out high-performance vehicles often associated with racetrack driving, such as Aston Martin, Bugatti and Lamborghini (Ferrari was not excluded because the cars are more common in the U.S. than the aforementioned brands). But the list still encompasses many of the segment's more well-known and (for most consumers) unattainable cars.

They all offer exclusivity and individuality. Take the [Rolls-Royce Ghost](#), for instance. The silent sedan offers Teflon-coated umbrellas in the front doors, a panorama sunroof, massaging seats, an illuminated cool box with integrated champagne glasses and folding tables in the rear. Each car is built to order.

Wayne Kung, a spokesman for Rolls-Royce, says the company's Bespoke Service will add in everything from gun racks and trunk modifications to any design embroidered on the headrests. Even the celestial pattern on the interior ceiling of the Phantom coupe can be customized.

"We can really create anything the customer wants--we can make the night sky look the same as it did the day your lover was born," he says with a laugh.

The \$245,000 Ghost will be available for sale in April 2010. Production numbers for the Ghost haven't been confirmed, but only 500 Rolls-Royces were sold in the U.S. last year, and less than 1,200 were sold globally.

Engineering Luxury

The prices aren't just about good looks. The \$275,000 [Bentley Continental Supersports](#), for example, is the fastest and most powerful Bentley ever made.

Engineers used a specialized transmission that cuts shift times in half and enables double downshifts (good for easing transitions between gears), and they added a specially balanced torque split that reduces under-steering around corners. The aluminum front suspension (lowered by a half an inch over the Continental GT) gives a highly focused, highly grounded drive. And the 243-pound weight reduction compared to the GT helps the Supersports get to 60 mph in 3.7 seconds.

"The car is calm, composed, quiet," says Stuart McCullough, Bentley's board member for sales and marketing.

Porsche's \$145,000 911 Turbo Cabriolet is less plush than the Bentley, but it's faster. It gets to 60 mph in 3.3 seconds and has a top speed of 194 miles per hour. Deutsch describes driving it as an experience that creates "an everlasting longing" in those who feel it.

"The condition that I'm talking about, with both the relaxation and the arousal heightened together all at once, I know of only one context in which that appears and has been studied, and that is under trance," Deutsch says. "It's those experiences, seemingly contradictory, at the same time. That's very attractive."

Designing Luxury

Jaguar's \$115,000 [XJL Supersport](#) isn't as iconic as the 911, but the beleaguered brand has high hopes for the XJ line, which is being marketed as a return to Jaguar's heritage.

The longish but understated car has a V8, 510-horsepower engine and comes with a panoramic sunroof, 20" alloy wheels, rear-seat entertainment screens and a leather-clapped interior. The front end has a shiny grill, while the rest of the car slopes to a bare--except for an enlarged Jaguar logo--rear end. It's an effort to appeal to younger drivers and, simultaneously, impress so-called conquest buyers who may switch their loyalty from Mercedes-Benz and BMW.

Giles Taylor, the chief exterior designer of the XJ, says he designed the car to balance elegance and power: "This car is about grace, space and pace. Those are the values to which we aspire."

Apparently, wealthy consumers aspire to those values as well. Fifty of them placed holds on the 2010 Jaguar XJL Supercharged Neiman Marcus Edition when it went on sale Oct. 16. The \$105,000 car sold out in four hours.

[In Depth: World's Top Luxury Cars](#)

[Video: World's Top Luxury Cars](#)

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Wednesday, November 11, 2009

Does Black Friday matter anymore?

Retail stores are getting a jump on Black Friday with big sales ahead of schedule. So with so many discounts at consumers' whims, why even bother with Black Friday? Ashley Milne-Tyte gets opinions from shoppers.

TEXT OF STORY

KAI RYSSDAL: Macy's reported quarterly profits today. Lost \$35 million. Less than expected, so not so bad. The real test, though, is going to be the holiday shopping season, which doesn't really start until the day after Thanksgiving -- Black Friday. When shoppers break out their combat gear and storm the stores. But big discounts are already everywhere. Retailers like Wal-Mart, Target and Amazon are selling popular hardback books for \$9. Sears and Kmart have already cut prices. So we asked Ashley Milne-Tyte whether Black Friday even matters any more.

ASHLEY MILNE-TYTE: New York office worker Farrah Davis has been known to get up early and hit the stores on Black Friday. This year she says she'll probably stay in bed.

FARRAH DAVIS: For the past two years, anything that I've seen on sale for Black Friday has generally been matched at any other given time during the year.

She says it's not worth braving the crowds. Marshall Cohen is chief retail analyst at the NPD Group. He says last year stores still had so much inventory in December they slashed prices again. Shoppers took note.

MARSHALL COHEN: This year 51 percent of consumers are telling us that they are going to be shopping starting December first or later.

Black Friday may not be as important as it used to be. But it's far from irrelevant.

Roseanne Morrison is fashion director of the Doneger Group. She says for a lot of people Black Friday is a tradition just like Thanksgiving itself.

ROSEANNE MORRISON: You get up early, you get in your car, you drive to the mall. It's really a family event.

For some perhaps. Cognitive anthropologist Bob Deutsch says it's often every man for himself. He says first, there's the thrill of the hunt. And some shoppers go all out to fool the competition.

BOB DEUTSCH: Like feigning disinterest. Or hiding items in the um, dressing rooms.



A man carries his purchases after shopping at the Manassas Mall in Manassas, Va (Karen Bleier/AFP/Getty Images)

Return on attachment: the requirement for ROI

Marketers need to understand the truth about how people see the world and how they form a bond with a brand, argues **Dr Robert Deutsch**, Brain Sells

WE ARE FALLING BEHIND in understanding the consumer. When ads are great, they're not only great ads – they're tiny, uplifting 'codes' that change both culture and our lives; they cure the status quo.

But great ads, for the most part, are hard to come by – never more so than during this economic downturn, when most agencies and clients are content to rely on discounts, or simply draw a linear extrapolation between the past and the future.

Advertisers should be trying to develop new creative ways to communicate while clients find new business opportunities. To do this, they both must first understand the new realities of the consumer.

Times of societal stress and uncertainty demand that advertisers comprehend the illogical preferences, innocent desires, mess of assumptions and untested deductions people now live by. This entails a shift in perspective: from people as consumers to people as people. Attitude and usage studies, along with traditional survey and focus group methods, will no longer do. Traditional methods of inquiry catch only the impulse of top-of-mind.

Self meets product identity

To get a return on investment (ROI), advertisers and their clients must define a new metric of 'return on attachment' (ROA) that entrains people's emotionally-based logic, which is responsible for how the mind enfolds self-identity and product-identity into one narrative. That's the force that wins sales and profits.

People are artful image gatherers. They are smarter and more human than the average marketing professional gives them credit for. People buy into things that fit their own brand of emotional logic. And they're all living what John Updike called "the gallant, battered ongoingness of life".

Attention and respect must be paid. Life embodies a delicate complexity of feeling that standard marketing communications methods do not presently recognise.

For example, why do we keep measuring brands the way we do? Branding is defined as the process by which a company or product name becomes synonymous with a positive product attribute.

But this is how brands really operate and how people relate to them: "I love the Pittsburgh Steelers. Mean Joe Green was so cool in that Coke ad. He was tough and kind. Not like the LA Raiders, who are just mean and play dirty. Steelers are blue-collar, hardworking, smash-mouth, know the score and get right to the point. Just like me. I was born a Steelers fan."

The human mind is a pattern-maker, a symbol-maker, a narrative-maker, a metaphor-maker and a myth-maker, because human beings must make meaning – they are not built into their environment via instinct. ROI is numbers and dollar-chasing. People are not numbers.

To make a dollar you have to understand people; you have to understand their narratives – about self, their world and the world with their subtexts of time, causality, security, fear and hope. These stories almost always display paradox, inconsistency and irony. These are not elicited by asking product-orientated, or attribute-orientated questions, or averaged out by statistical number crunching.

Armed with these stories and seeing how each can be indexed against a 'grand narrative', the task of a creative brief is to translate this into a deep-seated metaphor that can link the story of the product to people's self-story. Such a metaphor can drop creatives into a landing zone that gives them a greater probability of working their magic, and producing something that has such intrinsic force, it can do battle against all the downward vectors that thwart great work.

Attachment, the process by which a person metaphorically merges his self-story with his story of the product, comprises three dynamics: familiarity – is the product like me? Participation – does it like me? Power – is it more than me?

This is not simply a matter of confirming and affirming an audience, as the usual measurements of brand and advertising effectiveness assume. The power dimension – 'is it more than me?' – challenges a person to feel a sense that, with your product as 'venue', 'I can become more of myself'. This self-expansion is what leads to the deep emotionality of attachment.

Note this idea in the comments of two popular artists. Sting: "My best songs are the hardest to write. They reveal something about me in a veiled way, something I already knew about myself but didn't really know until I wrote the song."

Nobu: "For me, cooking is about giving my customers little surprises that will lead them to make discoveries about their own latent tastes."

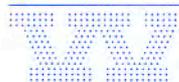
Many non-intuitive and non-traditional implications flow from brand-attachment:

- Attachment is not a decision, but a realisation – a spasm of sentiment.
- Brand is not a simplification or a shortcut. Brand evokes a self-reverie and a self-expansion search.
- Recall and recognition should not be the litmus test. The amount and variety of stories you evoke in people's minds is the test of effectiveness.
- Do not test advertisements by asking people's opinions about your work. This only assures the status quo, perpetuating 'what is' and not 'what can be'.
- The 'purchase funnel' (awareness, consideration, preference) is not the Yellow Brick Road.
- The only brand promise is: 'Through me, you will have the freedom to become yourself.'

Great marketers are not hucksters, but shamens: they make money and magic. Customer loyalty is a misnomer; he is loyal to himself with your products and services as 'venue' for that person's self-expansion. That moves people, that's the brand, and that moves product and is the real wellspring of profit.

ROA begets ROI. When chief executives and chief finance officers calculate the simple equation of profit minus investment, they would gain value by remembering this not-so-simple but robust fact.

Dr Robert Deutsch is a cognitive anthropologist and the founder and president of communications consultancy Brain Sells (www.brainsells.com) in Boston, MA, USA. dr.bob@brain-sells.com

 more on brand attachment at www.warc.com

A New Concept of Value

America's aesthetic has always had to do with having more

Dec 7, 2009

-By Robert D. Deutsch

America's aesthetic has always had to do with having "more." And given our vast resources, habitable landscape and culture of plenty, we never paused to reflect on what this meant -- we just kept on going like the Energizer bunny.

Now, thanks to terrorism, recession and war, the pillars of American optimism are wavering. New words like "sub-prime," "derivatives" and "ponzi" have been added to our lexicon, the earth has shifted and all we have is what FDR called "heedless self-interest": more distrust, less money. The American mythology of "bigger is better" has been blown out of the water. In fact, we're scared. We're scratching our heads wondering, How did this happen?

When a culture of high expectations finds itself between mythologies, it really is between a rock and a hard place. So, where do we go from here?

The media talks about the financial meltdown as a crisis, a disaster. But it can also be a wake-up call to step into a new world where power and comfort are not measured in simple units of "more."

A fledgling dynamic is taking shape. People are sobering up to the fact that what's below the surface is what's important -- that we shouldn't judge things simply on appearances. And they're saying they need to better understand themselves by better understanding the world around them.

As I travel around the country speaking to everyday folks, I'm hearing similar stories about a period of readjustment, about people who feel things they once counted on are no longer available, and how they have to change the way they interpret and make decisions.

One person told me, "I have to feel my way along; intuit and then take action. ... I don't want to be buffaloed anymore."

Another said, "We need to be open to a wide range of possibilities. We need to hear a wider range of voices. We need to see with a different set of eyes.

The tried and true, the conventional wisdoms, [no longer guarantee] success."

The changes they feel they're going through also affect which products they buy.

People are now more "meaning-seeking." They're more selective in what they buy and buy into. This ties into a heightened quest for authenticity. One person put it this way: "I want things now that will show me my heart."

Another woman said, "I've wanted to buy a great fountain pen for as long as I can remember, but I never have until now. Despite the economy -- or maybe because of it -- I thought I should buy one. I did and I'm so happy. It feels so sensual, so luxurious in my hand. ... It helps me get down to my deepest thoughts and feelings. I find 'me' with this pen in my hand."

That's the real experience of luxury, no matter what a product costs. Today people value experiences that provide venues for recognizing or elaborating on something in them that they've yet to fully realize.

Here's another recent story, this time from an artist who bought a Louis Vuitton purse: "When I saw it I had to have it, but at first I didn't buy it. It was too expensive. I went home that day and I couldn't stop thinking about that purse. So, I went back the next day to see it again. It made me happy just to look at. It's candy-apple red. My grandmother made me candy apples when I was young. ... That purse gives me an appetite. It's the color of the sports car I always wanted, but I'm beyond sports cars now. That purse was dazzling. It's the color of life. ... It will protect me against solitude, like my pets do.

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And you know, it's a small bag, I can always carry it with me and I can look at it, unlike the clothes on my back. ... This bag says to me that there is some meaning or order to life. That meaning or order is "beauty."

Value is now found in experiences and products that make people feel more authentic, makes them feel they're crafting and expressing their individualities. Value is now seen as an investment in self. That's meaningful consumption.

America, as can be seen in the election of President Obama, is always one step ahead of the expected. This can also be seen in the shift from "give me more" to "I want more of me." For marketers, that could be a consumer palette as ravenous as any before the economy fell through the roof.

Dr. Robert D. Deutsch is a cognitive anthropologist and founder of the consulting firm, Brain Sells. He can be reached at dr.bob@brain-sells.com.

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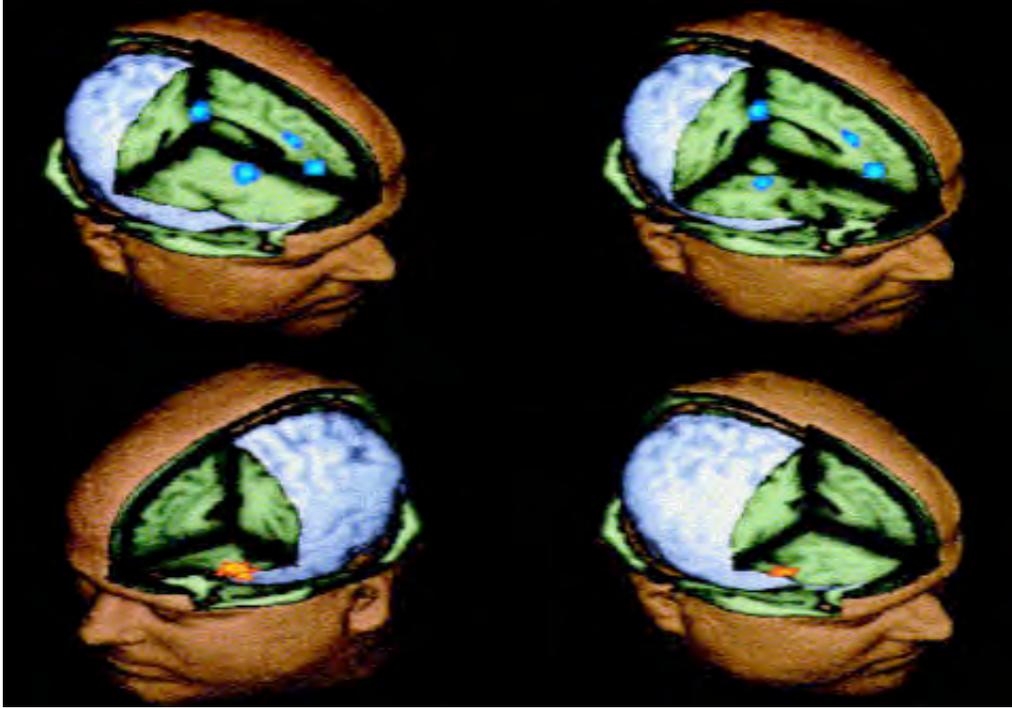
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Branding Strategy Insider

December 18, 2009

Neuro-Marketing's Limits and Advertising Creativity



As a cognitive anthropologist, who some 20 years ago traded backpack and quinine for Dramamine and a Hartmann three-suitor, I consult with marketers to assess the base beliefs and longings of various publics.

My method is to talk to people as people, not consumers. In that way, I learn about how they transform the world into their world. The twists of paradox, compartmentalization and irony are always exquisitely on display.

By-passing Language- Straight to the Brain

Recently, a client asked me to work with a company that is using brain wave activity, or measures of blood flow in the brain, to assess central nervous system response to certain advertisements and products. The idea being to bypass consumers' language and rational thought in the name of metrics, and its lookalike, objectivity.

What I discovered was that no matter how good the scientists were at designing stimuli and reading fMRI results, the very best they could do for our client was to warn them what to eliminate from their ads. The advice garnered from peering under the consumer's skull could only suggest what NOT to do. Unfortunately, the data from their procedure could not help us to determine what TO DO to enhance an advertisement's effectiveness.

Fear and Anxiety Measured

Fear and anxiety are what neuro-marketing technology is perfectly suited to measure, because it's hard-wired. For example, at the pre-conscious and non-linguistic level, the sight of a man sitting at a table in his garage working at a laptop evoked the same "negative" response from people of varied demographic categorization. Through various experimental manipulations of this image, it was discovered that "garage" had negative connotations, similar to that of a "basement" image - a place where dark things can happen. All such images were removed from subsequent public marketing pitches.

The most primal of emotional states is an individual's response to a perceived threat. Flight or fight. Instinct clicks in. Adrenaline flows, muscles tense, the heart beats faster. Blood pressure rises. No thought is required. The body does it all for you in the name of self-preservation.

Minimizing the Negative

Neuromarketing technology can help to minimize the negative. However, it cannot help to maximize the positive. That takes creativity and a holistic view of a person as a real human being.

A localized purchase-button deep inside the brain does not exist. The traverse from brain to behavior is a art-like process that blends data, emotion and belief that is then decanted into a person's personal brand of meaning.

Courtesy: Dr. Bob Deutsch, Brain-Sells

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November 27, 2009

SPECIAL REPORT: WATCHES

Imbuing Watches With Timeless Values

By VICTORIA GOMELSKY

In 2003, when Breitling announced that it was co-branding a collection of watches with Bentley, eyebrows shot up in Switzerland. What did a widely available watch brand like Breitling have in common with a traditional, elite British carmaker?

Very little, as it turned out, and that was precisely the point.

“Breitling wanted to raise its image and its price point, and Bentley, which had recently been purchased by Volkswagen, wanted to produce a large-series luxury car at a relatively affordable price,” said Matthew Morse, editor of *Revolution*, a specialty watch magazine. “It was a win-win for both sides.”

That was then. The automotive partnership has since become an industry cliché. Ditto for the multimillion-dollar sailing tie-in. Now, however, while most of the high-profile deals struck before September 2008 continue to putter along, the recession has forced watchmakers to consider new, sometimes unorthodox, ways to find and court their best customers.

“People have really begun to ask themselves the tough questions,” said Marc-Andre Kamel, head of Bain’s luxury and retail practices in Europe. “The best operators have no taboos.”

Received wisdom says that nobody does sports marketing better than Rolex, which practically invented the concept in 1927 when its founder, Hans Wilsdorf, had Mercedes Gleitze, the first woman to swim the English Channel, carry a Rolex tied around her neck during her swim. Then came a long and fruitful association with world-class achievers, from Sir Edmund Hillary to Tiger Woods.

The strategy worked well — until recently. Now, throwing millions of dollars behind an upscale celebrity, as Rolex did when it poached Roger Federer from Maurice Lacroix in 2006, reeks of the old economy.

Some upstart Swiss brands are looking for a new twist. Nubeo, a five-year-old company based in Basel, searched beyond polo, golf and tennis, the classic sports of fine watchmaking, for the right person to promote its Black Mamba collection of radically oversized sport timepieces.

Nubeo’s founder, Ivan Castro, settled on basketball, striking an innovative deal with Kobe Bryant, the Los Angeles Laker star. Mr. Bryant lent more than his face to the ad campaign; he imbued the watch with his personality. A flashy, charismatic player, Mr. Bryant has described the Black

Mamba as his “alter ego.”

“Kobe is a sportsman but at the same time a sophisticate,” Mr. Castro said. “When we think about the design of the Black Mamba, it is aggressive, sporty, sophisticated and complex — all values that my customer wants to have and will appreciate.”

If basketball seems un-Swiss, imagine jet skiing. That didn’t stop Alpina Genève, an old brand revived in 2001 by the owners of Frédérique Constant, from recently naming Chris MacClugage, 13-time jet-skiing world champion, and his wife the pro-racer Rachel MacClugage as its newest poster children.

Alpina struck a deal with the MacClugages, involving His and Her watches and a commitment from them to promote the brand logo at racing events in Thailand, Portugal and their hometown, Lake Havasu City, Arizona.

“It’s a very modern, viral type of thing,” Ralph Simons, director of sales at Alpina, said. Still, celebrities of any kind “can garner attention with a wow but that wow evaporates almost as quickly as their appearance,” said Bob Deutsch, a cognitive anthropologist and founder of Brain Sells, a communications consultancy based in Boston. “What you want is to create an idea of your product such that people see it as a venue for their own expansion. Then you’ve got them, because they’re not loyal to you — they’re loyal to themselves.”

Dr. Deutsch contends that the watchmaker Audemars Piguet was on to something when it treated 50 very important clients in Los Angeles in mid-October to an evening at the circus.

Not just any circus, mind you, but the local premiere of Kooza, Sanskrit for “treasure,” from the Cirque du Soleil, whose big-top touring shows are renowned for their high-caliber acrobatics and comedy.

“You create a metaphor that merges the idea of the luxury watch and the idea of Cirque du Soleil,” Dr. Deutsch said, describing both the watch and the performance as unexpected, timeless and accurate, “ideas that, particularly today, people long for.”

François-Henry Bennahmias, head of Audemars Piguet for the Americas, said that the guiding idea was to delight people who could afford almost everything.

“When we invite 50 people to experience two and a half hours of pure pleasure, where they return to their childhood again, these people will remember that experience,” he said. “It’s better than champagne or caviar.”

Old habits die hard, however. In 2008, Panerai, the Italian-bred, Swiss-made brand, announced a four-year collaboration with the South African explorer Mike Horn on his cross-continental Pangaea expedition, designed to highlight the environmental stresses facing the planet.

On his wrist, Mr. Horn wears a Panerai Luminor 1950 Submersible Depth Gauge specially

designed to withstand the extremes of his journey, which will take him to all the continents, including Antarctica. Rolex buffs will recognize the tactic; Edmund Hillary wore a Rolex Explorer on his ascent of Mount Everest in 1953.

“Hey, we’re back to marketing,” said Aurel Bacs, co-head of the international watch department at Christie’s in Geneva. “And it’s the most legitimate thing in the world.”

Cause-based marketing, especially with an environmental bent, is increasingly popular among watchmakers sensitive to the way their luxury products are perceived. But at a time when being green has such media cache, the salient question is: Are the efforts authentic?

“All companies — they could be water or running shoes — are saying they’re doing something to save the earth or cure disease,” said Edie Weiner, president of Weiner, Edrich, Brown, a futurist consulting group based in New York. “Companies who do it differently and smarter are actually the ones who solve the problems. Like being the company actually providing the mosquito nets.”

“It’s not so much what can you sponsor, but what can you innovate?”

This article has been revised to reflect the following correction:

Correction: November 27, 2009

An article Friday on the psychology of luxury watch marketing misspelled the name of the sports celebrity couple promoting Alpina watches. It is MacClugage, not MacCluggage.

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THE BEST THOUGHTS OF THE BEST MINDS ON CURRENT NATIONAL QUESTIONS

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Imagining “The Other”

A NEW PARADIGM FOR PUBLIC DIPLOMACY AND STRATEGIC COMMUNICATION

Address by BOB DEUTSCH, Cognitive Anthropologist and Senior Associate for International Communications in the Center for the Study of the Presidency and Congress

Delivered to the Interagency Committee on Strategic Communications, Washington, D.C., Oct. 30, 2009

The world has changed. The possibility of a superpower “High Noon” has receded. The currency of power has shifted to things less explicit than ‘throw weight’. Nations and nation-states are no longer the only unit of political concern. Simultaneous with such alterations, a digital world has emerged creating an expectation of voice and a provision for interconnectedness. Modernity and globalization, though, have also opened a Pandora’s Box of long-dormant grievances and frustrations. Competition over narratives, histories, resources and identity are now occurring around the globe—leading to fear, humiliation and degradation of social bonds.

This moment in history also features an American president whose multi-cultural story and cognitive style re-integrates many disparate facets of human experience. This president is not only courageously addressing the major global problems of our time, but he is also actively changing the way the United States represents itself to the world, both in the ways the administration behaves and thinks.

For all these reasons, we are now at a tic of the clock when geopolitical issues can be explored through a new lens. We can now ask questions such as, What is it to be human? What does it mean to engage with the world? What drives anger, violence and human insecurity? What role is played by a leader who exerts power while understanding that even fleeting exclusions can lead to distrust that has no half-life?

Consciously or unconsciously, directly or indirectly, we are now all interconnected—in hope *and* in hate. As a result, now, more than ever, we must “Imagine The Other.”

This takes imagination; a way of thinking and feeling that goes beyond the old paradigm of politics and policies, with its assumption of rational actors, its disembodied institutions and reifications, and its limited lexicon of interests, compromises and concessions.

The fact is—whether the venue is international relations or interpersonal relations—people are now exposed to a great number of channels and messages, including hearsay and propaganda. All inputs that get through the initial gatekeeper of “personal relevancy” are put through a Cuisinart-like cognitive process wherein ingredients are modified by the receiver’s preexisting beliefs and current emotions.

The problem is: Information and rationality are puny in the face of belief. People are not objective, linear or logical. The mind evolved to act, not to think. And

in peoples’ need for action—particularly when under perceive threat—they sculpt input to confirm their pre-existing beliefs and can compartment one thought from another such that self-contradictions are not a problem.

So at a time when U.S. public diplomacy faces unprecedented challenges and when understanding and communicating with ‘The Other’ is a vital part of national security, we must update our rationalist paradigm of strategic communications.

Under a new, cognitive paradigm, it would be recognized that the core task for U.S. public diplomacy is not persuasion, but evoking the bond of identification in the service of people’s sense of self-expansion. People—all people—possess a story about themselves that they tell to themselves, involving aspects of their lives that are latent and not fully constituted. If we can show that we understand them and the stories they have about themselves, peoples’ attachment to and regard for us will grow. This kind of connection can only be achieved if Americans relate to foreign publics in terms of the paradoxes, existential dilemmas, core narratives, and self-images that are the most important aspects in all our lives.

If practitioners of U.S. public diplomacy are ever going to understand how we have come to our current impasse with much of the world and move beyond it, we must first listen and comprehend the *emotional-logic* of people’s subjective experience. In our current situation, we lack the mutual sense of connectivity and trust with the rest of the world necessary to achieve that. Instead, a different focus and bold shift in orientation are needed.

The United States needs a better way to understand foreign states of mind.

Pay Attention to the Mind

A large part of the problem is that current models of persuasion—in government, as well as the corporate world—date from the 1950s. They have not incorporated the latest insights from modern research about what causes people to embrace ideas. What we need is a new paradigm for U.S. strategic communication and public diplomacy that draws on the latest discoveries about human nature and the nature of mind.

The “push-down” theories of persuasion—public diplomacy strategies that rely on logic and facts, and even the concept of “winning hearts and minds”—are all obsolete models of communications. People

cannot be persuaded of something that they do not instinctively believe.

Modern research shows that people reason “emotionally,” often see the world in the contradictory terms of paradox, and crave the respect and satisfaction that only comes when they feel their *identities*—more than their interests—are understood and valued. In turn, the power to influence others emanates from displaying understanding, insightful empathy, and inclusive leadership—not a recitation of the merits of one’s position or reasons why others should be grateful, which often generate resistance and resentment.

Indeed, U.S. public diplomacy must develop better ways to understand, listen, and talk to The Other. This will be difficult because America has never been inclined to know The Other; it never had to.

Knowing the Other

Perhaps the central misguided assumption in public diplomacy is the notion that people are rational actors, who, if they can just be pragmatic, basically think as Americans do—that the world is a mirror image of us. This is a *dangerous failure* of imagination.

In actuality, people are guided by an emotional-logic composed of symbolic associations, images, narratives, metaphors, and mythologies. Yet, despite the fact that logic and rational arguments barely influence actual decision- and perception-making processes, they are the mainstay in the present paradigm of public diplomacy. This must change. People are not moved by “top of mind” rationalistic arguments. Instead, strategic communication campaigns require a more complex approach that must include the following implicit messages:

First, The Other must feel he or she has something in common with the U.S., that they are in some way like we are, that there is something about us that is familiar and comfortable. Audiences must be approached in terms of this familiar, as we create communications that evoke their core narratives and metaphors about the world and themselves. Novel ideas are off-putting; they are dislocating and require too much effort.

Secondly, The Other must feel that America understands them, that we can be trusted, and that they can participate with us in evolving the world. By showing we understand The Other, we make them feel safe. In response, they will not feel threatened. If they feel threatened by us, or by our advocacy of what is novel and unaccustomed, they will reject the messages we send.

Lastly, in The Other’s recognition that regardless of what we share and can participate in together, the U.S. and they are, in fact, different; however, in this recognition also lies the realization that these differences can help each of us expand our self-identities. Here, we

must make the audience’s familiar, novel. This can be accomplished by outlining a ‘grand narrative’ in which we offer a way in which, working together, both we and the target audience renew and expand our sense of self. We must communicate the sense that we have the power, through our insights and capabilities, to help the target audience become more authentically itself.

Thus, for example, a “war on terror” or a “war on al Qaeda” narratives do not communicate to foreign audiences that we understand and value these audiences and can help them become more authentically themselves.

Research over the past decade shows that audiences from every part of the globe—including the United States—feel that the third millennium is the world of “too”—“too fast, too complex, and too competitive.” A participant in one focus group articulated what is perhaps modernization’s core paradox: “Things are always advancing and getting better—sometimes for the worst.” There is great power in being able to demonstrate that U.S. leaders understand and share this core feeling.

In addition, U.S. leaders must articulate a vision or grand narrative that demonstrates how America can lead the way forward to a world that preserves the best of the past, respects and values differences, and embraces and manages the challenges of the inevitable, fast-approaching future.

To begin to know The Other in his or her full human authenticity—paradoxes, ironies, illogicalities included—is the urgent necessity for U.S. public diplomacy. To achieve this, research on foreign attitudes must go beyond traditional polls with their pre-masticated answers. Instead, we must utilize in-depth, one-on-one interviews and group discussions in which the core narratives and stories of self, of others, and of how the world “works”, can be heard and explored. People from different tribes, religious affiliations, and levels of activism *must* be listened to. This upfront work is absolutely required before strategic communications can be designed effectively.

Knowing Ourselves

To regain the world’s trust, the United States must do a better job of understanding its instinctual biases in how it perceives the world and creates narratives about it. Writing 57 years ago, Christian theologian Reinhold Niebuhr argued in *The Irony of American History*, that “a weakness of our foreign policy” is that:

we move inconsistently from policies which would overcome animosities toward us by the offer of economic assistance to policies which would destroy resistance by the use of pure military might. We can understand the neat logic of either economic

BOB DEUTSCH

reciprocity or the show of pure power. But we are mystified by the endless complexities of human motives and the varied compounds of ethnic loyalties, cultural traditions, social hopes, envies and fears which enter into the policies of nations, and which lie at the foundation of their political cohesion.

The sobering accounts of the missteps of the occupation authorities in Iraq illustrate the dangers that occur when Western paradigms of behavior and attitude are presumed to operate in very different cultures.

In the wake of the Iraq misadventure, one of the first steps in the way ahead for the United States lies in showing the world that we are coming to grips with our blindspots as a culture and that we have a dawning sense of the unconscious assumptions that have historically led us into blind geopolitical alleys. In short, it is time for us

as a nation to face our shortcomings, without succumbing to sentimentality or excessive self-flagellation.

President Barack Obama has demonstrated a superb capability, in Cairo and elsewhere, to speak to foreign audiences about their dreams and aspirations and how they intersect with American values. But the role of a “tribune of the world’s people” is too large for any one man, no matter how talented.

This is why we need public diplomacy professionals who, operating under a new paradigmatic framework, can elicit, understand and give voice to the different stories of how people’s identities around the world are being riven by the challenges of modernization and globalization.

The task is immense. **We must transcend our identity without negating our identity.** A bold endeavor, but we have no choice. Attention must be paid. ♦

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JANUARY 25, 2010

The Great American Soap Overdose

Too Much Detergent Makes Our Clothes Dingy and Our Machines Smell. Can New Products Break Our Sudsy Habit?

By [ELLEN BYRON](#)

In the laundry room, Americans are prone to overkill. They pour too much detergent into their washing machines.

Generations of consumers have washed clothes with the idea that more soap means cleaner laundry. But the sudsy habits are creating messy problems from dingy clothing to worn machines.

Making matters worse, the latest generation of detergents are concentrated and so require users to use less product-per-washload than ever before. And more consumers are buying highefficiency washers, which need far less water than older models. It's a combination begging for more careful measuring—something Americans stubbornly resist.

"Before it didn't matter as much," says Mary Zeitler, consumer scientist for [Whirlpool Corp.](#)'s Institute of Fabric Science. "But now you have to be much more precise in dosing."

Over the next few weeks, [Procter & Gamble Co.](#) plans to introduce easier-to-read plastic measuring caps for its liquid detergent brands, including Tide, Gain, Era and Cheer. The new caps will have more-defined measurement lines inside and bigger numbers that are staggered, not stacked, says Dawn French, P&G's head of laundry research and development for North America.

Laundry remains a time-consuming chore and one done largely by women. It was the primary household responsibility of 76% of women and 24% of men in a 2007 Whirlpool survey of 2,500 consumers; some 78% of those surveyed do approximately nine loads of laundry each week. The equivalent of 1,100 washloads are started every second of every day, P&G says.

Packaging, in most cases, hasn't helped. The molded lines and numbers inside detergent caps are hard to read, especially in a dimly lit laundry room. And even though concentrated detergents have been on the market since at least 2007, many caps still hold more than is needed for an average load.

Method Products Inc. this month launched an ad blitz for a new detergent with a pump dispenser, designed to help curb overdosing. Method found that 53% of people don't use the recommended amount of detergent per washload, preferring instead to guess or, worse, to simply fill the cap up to the top—a practice that wastes more than half the loads a detergent bottle could wash, Method executives say.

"Take a cap and look at where the lines are—nowhere near the top," says Adam Lowry, co-founder of San Francisco-based Method. "That's not accidental. In an extremely mature market like laundry, for established players to grow they have to either steal share or get people to use more," Mr. Lowry says.

"They are trying to dupe people into using more product than they need."

Hogwash, big detergent makers say. And besides, companies don't want to boost sales by confusing consumers, because they don't want their customers disappointed in how the product makes their clothes look and washing machines wear. Detergent "overpouring" creates a high, foamy tide inside the machine, lifting soil and lint above the water level so it isn't rinsed away. That leaves residue on clothing that fades colors and attracts more dirt, they say. Inside the machine, detergent buildup encourages odor and bacteria growth, and leads in time to wear and tear that will require professional attention, washer manufacturers say.

"We're constantly doing research to try to get the lines easier to read," says P&G's Ms. French.

Making the caps difficult to read "isn't our intent whatsoever," says Greg Tipsord, general manager of laundry for Henkel A.G.'s U.S. consumer goods unit, which makes Purex detergent. Consumers do so much laundry each week that they consider themselves experts. "They all know there are directions on the back of the bottle," he says. "They just choose to ignore them."

Even so, a cap needs to fit a bottle and hold detergent without leaking—two priorities that take precedence over legibility, says Jonathan Asher, a senior vice president at Perception Research Services, a package-design consulting firm. Also, touting that a cap corrects a consumer's laundry mistakes would be a tricky marketing feat, he says. "You have to avoid implying that the consumer isn't smart enough to get it right in the first place."

Through much of Europe, detergent premeasured in tablets and sachets has been popular for years. But in the U.S., pre-dosed products have been largely unsuccessful. Consumers usually pick up their laundry habits during adolescence from their mothers, and changing them is hard, says Bob Deutsch, founder of Brain Sells, a marketing consulting firm.

American consumers, it seems, also want more control. Many people have their own laundry "recipe," and each one believes her unique method leads to superior results, industry executives say. P&G, the world's leading detergent maker, calls such involved laundry doers "master chemists."

When it was designing packages for its concentrated detergents, P&G made sure a half-cap, filled to the "2" line, would wash a medium-size load of laundry, Ms. French says. The highest line, numbered "3," is meant for heavy loads—an option the master chemist wants, Ms. French says. "We're trying to help her get more precise," she says. "We also have a line '1,' by the way, so she can use that, too."

Thanks to modern washer technology, many overpourers will never have to come to grips with their habit. Ms. Zeitler, at Whirlpool, says some washers have software that corrects for too much suds by adding extra rinses. To clean the buildup from overpouring, Ms. Zeitler recommends cleaning washers monthly using an empty hot-water cycle and either bleach or Affresh, a cleaning product it introduced just as concentrated detergents hit. Another tip: Use a marker to draw a line on the outside of the detergent cap to make it easier to see.

Executives at Henkel see an opening for pre-dosed detergent. This month marked the start of a big ad push for Purex three-in-one laundry sheets, each containing detergent, fabric-softener and anti-static agents. Some people find ways to customize, even with a laundry sheet, Mr. Tipsord says. "If they think their load is especially dirty, they use two sheets."

[General Electric](#) Co.'s top-of-the-line Profile frontload washer offers to take on all dosing decisions itself. The SmartDispense feature, adding \$600 to the cost of the machine, holds up to six months'

worth of detergent and allocates the right amount for each load, taking the detergent concentration level and the amount of clothes into account.

Proper dosing is the biggest laundry concern among callers to Seventh Generation Inc.'s help line, says Sue Holden, head of the consumer-insights team at the Burlington, Vt., household-product maker. Two years ago, the company started making its detergent bottle cap with translucent plastic partly to make it easier to read. "We're trying to train people to do something that doesn't come naturally," says Ms. Holden. "Growing up, a lot of us just poured it in."

Seventh Generation's co-founder, [Jeffrey Hollender](#), wonders why more people haven't stumbled upon laundry's big, dirty secret: "You don't even need soap to wash most loads," he says. The agitation of washing machines often does the job on its own.

Write to Ellen Byron at ellen.byron@wsj.com

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This blog is about every thing related to branding including identities, rebranding, nation branding, personal branding, brand management and branding agencies.

Monday

Marketers Need To Better Understand Creativity



It can be said that creative advertising is like brain surgery. When advertising is artfully done it cures people of the status quo by activating neural circuitry.

To be creative artfully requires a dynamic mix of imagination and understanding of how the world might work. This is not a matter of being correct, but rather a matter of making the audience wonder, provoking a self-referring reverie that elicits an expanded idea of ones-self and how the world works. As a result, we see anew.

This, of course, flies in the face of traditional methods of measuring advertising effectiveness. It also runs counter to today's corporate metric-mania and near incapacity to conceive bold strategies and innovations.

Insight is the coin of business success. While numbers can provide a means for measurement they cannot 'embody,' or suggest, meaningful insights into the human experience. At worst, numbers provide an excuse to abdicate decision-making responsibility while placating executives desirous of propagating 'business-as-usual.'

What's Needed for Creativity?

Creativity requires two things: focused subjectivity and doubt. One needs the ability to focus on something long enough to conjure possibilities not overtly manifest in the moment, along with an acknowledgement that not everything is known.

The unknown is fertile soil from which a world of wonders can be conjured. Here mere facts and data are circumvented in a non-linear, symbolic, not wholly rational way. The mind plays a cognitive trick on itself by creating metaphor. 'I call what I don't know by name something that I do know.'

This mental leap-frogging allows the creative impulse to extrapolate unknown scenarios. It moves from the past, which instigates an inkling that lays the basis for the beginning of a new narrative, to a springboard that weaves a web of new patterns and associations, to an insinuation of the future kicked up by metaphor.

This process produces, from the outside-objective point of view, what can be perceived as seemingly off-topic meanderings. But nothing could be farther from the truth.

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Infinite Consciousness

Dramatically higher

What is in operation is a kind of playfulness with ideas that is essential for creativity. This toying around contains a bunch of NOs - NO analyzing (yet), NO doubts. NO pressure to conform. NO pretense. NO restrictions. NO judgment.

Those who are playfully creative possess a curiosity given backbone by their expectation that they will find what they seek even though they don't know what exactly that is. People from many walks of life actually live this way: writer, designer, scientist, parent, small business owner. All share a belief in a beautiful human quality - Directed Serendipity.

Just listen to them, 'I have a plan which allows me to begin to move forward, and in doing so I learn about myself such that when other doors open I sometimes walk in. But you have to have a plan to switch from the plan.'
Another version, 'You go down a path and things evolve. By adapting to randomness you shape, but do not control, your end point. You define your end point by your own reaction to it: Ah, ha! I like this. This is for me. This is me.'

Buffeted by a Directed Serendipity People who allow themselves to be buffeted by directed serendipity live at the creative point of becoming -who they are and what they do are the same. They don't know - and don't need to know - the end. They are open to the process as process, and are gregarious with their fledgling notions. They share ideas before they are fully formed. They want camaraderie. They want feedback. They're excited.

In a state of directed serendipity you first focus on problem structuring rather than problem solving, seeking to understand rather than to explain. You try to comprehend meaning from the inside out, in its unfolding. You are not approaching the world from an intellectual stance.

Einstein, in a 1945 speech at Princeton, gave elegant voice to this perspective:
'Words or data, as they are logically written or spoken, do not seem to play any role in my primary mechanism of thought. The psychical entities that do seem to serve as elements of thought are certain signs and images. These elements themselves are visual and muscular in type, originating in the intuition of the body.' (emphasis added the creative communicator is an alchemist of thought, attending to the reasoning of emotion. That's what they should get paid for. That's what they need to have time to do. In their natural habitat, they are artful image-gatherers, whose only enemies are cynicism, number crunchers and arbitrary tinkering.

Corporate executives should embrace their creatives and let them attack the status quo. Then CEO, CMO and their courtiers can sit back and count the profits.

Contributed by: Dr. Bob Deutsch, Brain-Sells
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The Power of Nostalgia in Advertising

Submitted by Dr. Bob Deutsch (Owner at Brain Sells)

While science is still struggling to unravel the neuro-dynamics of nostalgia, studies have identified some nostalgic cues that can be exploited and how images and sounds from the past can create favorable attitudes about products.

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As we age our nostalgic yearnings grow, making us more receptive to advertisers and marketers use of what researchers call “a longing for positive memories from the past.” In addition to time’s arrow, this desire for nostalgia is further intensified by society’s present circumstance of receding predictability and opportunity.

While science is still struggling to unravel the neuro-dynamics of nostalgia, studies have identified some nostalgic cues that can be exploited and how images and sounds from the past can create favorable attitudes about products.

Despite being obvious, this strategy taps into something fundamental about the human mind and consciousness. Every time we remember a past event it not only evokes the earlier memory, but can re-cast the past into a more pleasing “remembered” version. Memory, thinking and feeling are an active, shaping process.

Music, Cars, Movies Live On

The music, cars and movies you identified with when you were young stick with you throughout your life. Take music, recordings that were released when we were teenagers or young adults, are locked into our memories forever, to release a flood of vivid memories and emotions when replayed, especially in ads. For example, people who were 23 in 1964, when the Beatles appeared on “The Ed Sullivan Show,” will turn 70 this year, are a prime target for nostalgic marketing appeals.

For marketers, the key is finding the right music and images, which do not even need to directly relate to their products, as long as warm feelings are stirred up. It is the emotion generated from that good feeling that influences people's evaluation of the advertised offer. Recollection provides context and context impacts on how we evaluate things.

Moreover, nostalgia can make us feel that not so much time has passed between then and now, making us feel young(er) again and that we still have a long ways to go and have the time to make it "there." Nostalgia telescopes time and brings it more under our emotional orchestration.

Notaligic Case in Point -Valentine's Day

Nostalgia becomes especially potent during holidays, like Valentine's Day, due to their powerful call to summon up and renew bonds. Hope is the base coin of holidays, a time of ritual, which tends to reduce cognitive complexity through one's participation in stylized and oft-repeated enactments. Through ritual, we play a mental trick on ourselves; if the ritual comes off well then we feel life will be good.

The ritual function of Valentine's Day is similar to all rituals – to make up for the past and to reaffirm the past. To show that despite the press of daily routine and slights encountered, love endures, just as it was when two hearts first met. Most of the time we can be couch potatoes in soiled sweat-suits, but today is different, today is "romance," a time to symbolically communicate that what we felt and did "then" still lives and will endure.

There is talk of "remember when" (also a song when Boomers were teens). There are flowers, signifying the bloom of Spring, renewal (and the olfactory sense is primitively / directly tied to memory). If allowance allows, perhaps a small diamond might appear (itself a sign of indestructibility).

The sounds, smells, and other accoutrements of Valentine's Day all function in the service of three sentiments that make up the holy trinity of ritual: There is a shared past. There is continuity. There is future. For us!

Marketing Take-Away

In today's environment of a perceived diminished future, playing up experiences that engender hope may be a good strategy that produces a mature outcome. A nostalgic approach might just help people see a clearer vision of what is and what is not possible. And, that's not puppy love by any means.

-

About Dr. Bob Deutsch

From contributing to Military Review magazine ("The Droning of Strategic Communication and Public Diplomacy" (Sept/Oct 2009) to portraying a college professor in a McDonald's commercial, cognitive anthropologist Dr. Bob Deutsch (founder of the consulting firm, Brain Sells (www.Brain-Sells.com), Boston, MA), breaks the mold.

Bob has worked in the primeval forest, as well as on Pennsylvania and Madison Avenues. His focus, since the mid-'70s, when he was living with pre-literate tribes and chimpanzees, has been to understand how leading ideas take hold in a culture. Since opening Brain Sells in 1990, he has been applying this understanding to how people attach to products, persons and performances. He is fond of saying,



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Life

Stealth Wealth

Hannah Elliott, 01.18.10

The C8 Laviolette from Spyker Cars N.V. in the Netherlands has a howling 400hp engine, a gaping front grille and a glass canopy reminiscent of a fighter jet. It goes 187mph. Price: \$210,000.

Who'd have the guts to drive a car like that in this economy? William Gacioch.

A 59-year-old residential real estate investor, Gacioch divides his time--and his 100-car portfolio--between Winter Park, Fla. and Derby, N.Y. These days this collector of trophy cars drives his Laviolette more often than his 1999 Lamborghini Diablo or 2005 Aston Martin Vanquish. He says the Laviolette turns heads but isn't a cliché like, say, a \$220,000 neon-green Gallardo.

Sure about that, Mr. Moneybags?

At a time when many people are unemployed and legislators are cooking up surtaxes on bonuses, most makers of luxury autos (i.e., the \$50,000 to \$200,000 segment) are producing so-called prudent 2010 models, which have big price tags but no marks of conspicuous consumption. Then there is the superluxury segment (\$200,000 and up). Spyker of Zeewolde has been turning out autos for ten years--50 a year--and has no shame in producing what you might call a loud sports car. Its C8 Aileron Spyder goes from 0 to 60 in 4.5 seconds. Turbine-inspired air vents, an aluminum-trimmed cockpit and butterfly doors--not to mention quilted Hulshof leather-lined dual seats--make the car an attention-grabber. Production starts in the spring. The base model costs \$235,000.

The \$245,000 Ghost from Rolls-Royce, a division of BMW, is headed to the U.S. in April. This is Rolls' most driver-friendly coach and more affordable than the \$380,000 Phantom. Ghost is billed as a smaller sedan that will appeal to younger drivers, but it may still cause a scene. Hand-built to order, it offers a soundproof cocoon of lounge seating, night-vision cameras, cosseted coach doors, inch-thick lamb's wool carpeting and a cashmere roof lining.

Bentley's new flagship, the \$285,000 Mulsanne, also starts production this spring. In keeping with the ethos of understatement for this private marque, the car has a subdued, craftsmanlike appearance. Bentley offers 114 paint and 21 carpet color choices, nine wood veneers and 24 hides tanned in such a way that the leather never loses its scent. The company aims to sell 700 Mulsannes worldwide each year, 150 of them in the U.S. It is taking preorders and says it has close to 100 in hand.

For the first 11 months of 2009 the superluxury segment had U.S. sales of 1,189 units, down 49% from 2008. Daimler's Maybach, with no new models planned for 2010, sold only 57 vehicles in the U.S. through November. Rolls is the exception in the superluxe category, according to AutoData, with sales of 309 cars, down only 18% from 2008.

Robert Deutsch, a cognitive anthropologist who runs Brain Sells, a Boston consultancy, explains the appeal: "The motivation is 'Look at me, I've got the goodies.'" Smart vendors don't overdo understatement, even in a recession.

Special Offer: Free Trial Issue of Forbes

By Dr. Bob Deusch of Brain Sells (www.Brain-Sells.com)

Americans love freedom. Not just freedom of speech and religion, but the freedom to roam uninhibited by limitation. This was true during our country's great Westward expansion. This is true today in the satisfactions many women say they gain in the contemporary off-price retail terrain of big stores such as TJ Maxx, Marshall's, Target and Walmart.

Beyond finding good quality at a good price, just the idea of being in a large retail landscape ripe with all manner of self-adornments—none of which are beyond their means—provides women with a sense of freedom that has no bounds. Added to the “high” that freedom endows, clothes and home furnishings are mood enhancers that can erase self-perceived weaknesses in self-image and make women feel more happy and confident.

Women report that shopping in one of these stores secures their world by focusing their involvement, and so stresses of life are left outside. The result is relaxation and a sense of playful delight. One woman captured the essence of the many women I observed or spoke to about shopping in large discount stores when she said, “It airs out my head. It’s a clearing place.” It’s also me-time, a necessary bracketing of experience in our too-fast world.

Some might hear this and think less of these shoppers. For me though, a cognitive anthropologist who has been looking at the world of marketing and consumerism with a primal eye, such women represent aspects of our species that are admirable. As a population, these women have a positive outlook on life (their glasses, half full), seem open-minded and exploratory, have a capacity for joy and fun, trust their instincts and are creative in their ability to take time

with something and be focused enough to imagine possibilities a detail in an item evoked.

To a woman, they had little pretense and sought out emotion. Each had a sensory excitability. As one woman said, “From looking at things you get different feelings and this leads to ideas.” These women take things a step further and that gets their juices flowing.

Their emotional ties to shopping at large cut-rate stores come from the variety such stores offer along with their promise of surprise. A typical sentiment is, “In these types of stores, you’ll always find something that you didn’t even know you were looking for.” “And there’s always a great deal, there’s always a great item. There just always is. You’re never disappointed.” This creates a spirit, an attitude of fun, challenge and success.

Women also talk with insight about two very different kinds of shopping experiences. One is the “Specific Search” for a particular item—say, a pair of black slacks for evening. As one woman described, “The best you can realistically expect when looking for a specific item is ‘problem solved,’ as this is usually a compromise due to pressure and frustration and that only ends in a sense of relief.”

The other shopping experience is “Browse n’ Find.” Here the situation is always pregnant with the possibility of surprise that can come from not having a certain goal, but stumbling upon something “that is me—meaning, it fits me and is within reach.” This experience is intensely pleasing. “Browse n’ Find” is pure satisfaction, and with it comes the excitement of “I’m victorious.”

Talking about winning, many women employ various in-store strategies of success. These include holding onto an item until the very last moment of decision

(this can go on for an extended period of time), hiding an item (misplacing or covering with another item or items), peeking into the back room (where the stores have new items before they bring them to the floor), looking in dressing rooms for what’s left behind and hanging around until 8 p.m. when “Hold” items are returned to the shop floor. My personal favorite strategy-stories are about women telling of feigning disinterest or disgust, if another woman is looking at the same item they have their eye on.

The point to remember is that shoppers are in a state of high-expectation. Even neurologically speaking, anticipation can be more satisfying than consummation.

Beyond Black Friday, in stores of the kind we are talking about, there is the expectation of crowds. In this case, crowds can conjure up a sense of competition, a necessary component of “The Hunt.” Crowds provide a feeling of urgency – if I don’t get it now, it’ll be gone tomorrow.

For many, the hunt is not a metaphor, but a literal fact. Women talk of being on a “fashion expedition,” “I see what’s out there and narrow down my search,” “things pop out of nowhere,” “the racks and bins are like dense foliage,” and “you have to have expert eyes to catch the big bargain.” When walking from the check-out counter to the parking lot, carrying “big bags equal the ‘big kill.’ Size matters.”

But it’s not all cutthroat. Along with showing off what they got and that they know best, women like to share their shopping excitement with other women. In that way, they are showing their power and friendship: I am formidable and I am a good friend. This is the age-old and ageless promise of the benevolent leader.



THE PLEASURES OF RETAIL SHOPPING



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Point-of-View

The Limits of Neuro-Marketing's Impact on Advertising Creativity

by [Bob Deutsch](#), Yesterday, 8:00 AM

As a cognitive anthropologist, who some 20 years ago traded backpack and quinine for Dramamine and a Hartmann three-suitor, I consult with marketers to assess the base beliefs and longings of various publics.

My method is to talk to people as people, not consumers. In that way, I learn about how they transform the world into their world. The twists of paradox, compartmentalization and irony are always exquisitely on display. Go humans!

By-passing Language- Straight to the Brain

Recently, a client asked me to work with a company that is using brain wave activity, or measures of blood flow in the brain, to assess central nervous system response to certain advertisements and products. The idea being to bypass consumers' language and rational thought in the name of metrics, and its lookalike, objectivity.

What I discovered was that no matter how good the scientists were at designing stimuli and reading fMRI results, the very best they could do for our client was to warn them what to eliminate from their ads. The advice garnered from peering under the consumer's skull could only suggest what NOT to do. Unfortunately, the data from their procedure could not help us to determine what TO DO to enhance an advertisement's effectiveness.

Fear and Anxiety Measured

Fear and anxiety are what neuro-marketing technology is perfectly suited to measure, because it's hard-wired. For example, at the pre-conscious and non-linguistic level, the sight of a man sitting at a table in his garage working at a laptop evoked the same "negative" response from people of varied demographic categorization. Through various experimental manipulations of this image, it was discovered that "garage" had negative connotations, similar to that of a "basement" image - a place where dark things can happen. All such images were removed from subsequent public marketing pitches.

The most primal of emotional states is an individual's response to a perceived threat. Flight or fight. Instinct clicks in. Adrenaline flows, muscles tense, the heart beats faster. Blood pressure rises. No thought is required. The body does it all for you in the name of self-preservation.

Minimizing the Negative

Neuromarketing technology can help to minimize the negative. However, it cannot help to maximize the positive. That takes creativity and a holistic view of a person as a real human being.

A localized purchase-button deep inside the brain does not exist. The traverse from brain to behavior is a art-like process that blends data, emotion and belief that is then decanted into a

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BOB DEUTSCH

Bob Deutsch is a cognitive anthropologist and founder of the consulting firm, Brain Sells ([www.Brain-Sells.com](#)). Bob has worked in the primeval forest, as well as on Pennsylvania and Madison avenues. His focus, since the mid-70s, when he was living with pre-literate tribes and chimpanzees, has been to understand how leading ideas take hold in a culture. Since opening Brain Sells in 1990, he has been applying this understanding to how people attach to products, persons and performances. Reach him [here](#).

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Commentary

It's Time Managers Free Creativity

Bob Deutsch, Feb 05, 2010 05:00 AM

It can be argued that creative offerings are as incisive as brain surgery. When artfully done, they actually cure people of the status quo.

To do something artfully, however, requires a dynamic mix of imagination and understanding to envision how the world *might* work. This is a matter of provoking a self-referring reverie that elicits an expanded idea of oneself and how their world works. As a result, they see anew.

This, of course, runs counter to today's corporate metric-mania with its diminished capacity to conceive bold strategies that innovate new products, services and communications.

Two Things For Creativity

Creativity calls for two things: focused subjectivity and doubt. It requires the ability to focus on something long and deep enough to conjure possibilities that are not evident in the immediate moment, along with a healthy acknowledgement that not everything is known.

The unknown is fertile soil from which a world of wonders can be cultivated. Here the plodding of data is circumvented in a non-linear, symbolic way. The mind plays a cognitive trick on itself -- it creates metaphor: "I will call what I don't know by the name of something that I do know."

Through such mental leapfrogging, the creative impulse extrapolates unknown scenarios. It moves from the past to instigate an *inkling* that lays the basis for the beginning of a new narrative, a *springboard* to new patterns and associations, an insinuation of *the future*.

An Open Playfulness Without No's

What is in operation is a kind of playfulness with ideas essential for creativity. This toying around contains a bunch of *NOs* -- NO analyzing (yet), NO doubts, NO pressure to conform, NO pretense, NO restrictions, NO judgments -- not just yet.

You can find people from many walks of life living this way: the writer, designer, scientist, parent, small business owner. All believe in a beautiful human quality: *Directed Serendipity*.

Buffeted By A Directed Serendipity

People who allow themselves to be buffeted by a sense of directed serendipity live at the burning point of becoming, where who they are and what they do become the same thing. They don't need to know the end, at the beginning. They are open to the process as process.

In this state of directed serendipity one is first focused on problem-structuring more than on problem-solving, looking to understand rather than to explain. You try to comprehend meaning from the inside-out, in its unfolding, not from an intellectual stance.

Signs And Images

The creative person is an alchemist of thought, attending to the reasoning of emotion. In their

Branding Strategy Insider

February 16, 2010

The Fall Of The Purchase Funnel



Once upon a time people lived in a state of positive expectations. There were relatively few products, great demand and most products enjoyed high brand differentiation. This was circa 1960, when most marketing models in use today were developed, like the purchase funnel, which measures advertising effectiveness.

The world has since changed dramatically. And, despite the rise of digital and the economic downturn, most old marketing axioms are still operative, miring marketers in an approach designed for a bygone era.

Take the relationship between supply and demand - its reversed. Today demand is scarce, supply plentiful. Second, over the past half-century we have learned so much about how people engage with brands.

We now understand that people are not two-dimensional datum to be manipulated by coupons or the latest hot-button offer. Current anthropological, linguistic and neuro-scientific evidence demonstrates that humans attach to things (product, person or idea) through a process of identification that coalesces longings at the personal, social levels.

Human behavior cannot be comprehended by the old-school logical conceptions of action. What Don DeLillo said about how he writes a book is true for life, "Things begin to happen just outside the range of the immediate action. There's very little sense of logic behind it."

Life, No Straight Line

Now that we agree life is not a straight line, marketers need to accept tools that address reality. Case in point, the Purchase Funnel, a guest that attends most new business meetings: Awareness, Consideration, Preference, Action, Loyalty. But people Are Not Linear.

When one considers consumers as people, one immediately appreciates that logic is a puny force in the face of emotion and belief. Identity trump interests and narrative transforms products into relevant stories crafted by one's own brand of meaning. In this cuisine-art-like, improvisational, non-linear process, awareness does not precede consideration, then tumble into preference and finally into action.

Zig-Zagging to Attachment

In actuality, the attachment process carves a zigzag route in the service of emotional reasoning as people make symbolic associations with what is familiar, participatory and self-expansive in their image of the product. Only if and when the product is successfully transformed into a personally meaningful idea, does manufacturer reap the benefit of one's loyalty to self. This process can take time, or immediately convulse, but the best a marketer can hope for is a spasm of sentiment that bears no logical relationship to product attributes.

Note what two people say about Apple's iPhone. "Apple is a smile. It makes me smile. I'm a happy person. Apple and me are the same." "The iPhone, like Apple, is a circle, it's smooth and glides. It's easy and feels good. All other phones are boxes; they have corners and squares, are highly structured, have many rules, are too technical and linear. The iPhone is fun and natural and let's me do my own thing."

Purchase Funnel vs. Yellow Brick Road

The emotional logic of human longing is as merciless as the laws of gravity, but more curvaceous. The time is right for marketers to come to terms with the meanderings of authentic life, and reflect back to people their true nature: poised and unsettled, majestic and mundane, courageous and hesitant, marooned and moored, tough and tender.

Only then will marketers share in attracting people while, at the same time, having people soar.

Marketers must respect people as curvaceous souls, and supplant the purchase funnel with the idea of The Yellow Brick Road. This will both re-humanize advertising and make it, again, a cultural act. Then people may incline towards more products and once again love advertising as they did in the era of Bill Bernbach and David Ogilvy.

Contributed to BSI by Dr. Bob Deutsch, Brain-Sells

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It occurs to me that the funnel may indeed still be perfectly fine (and valid) but that it is the role of Advertising that has been

 Community

When I'm 65: How To Market To Boomers

Guest Blogger
Bob Deutsch
[Brain Sells](#)
Boston

The first Baby Boomers will turn 65 in 2011. In the US alone, more than 3.5 million babies were born in 1946. Volumes have been written about the Vietnam-era proclivities and behaviors of this post-WWII cohort. In contrast, our conception of Seniors – what Boomers soon will be – is highly stereotyped.

Aging is something we Americans do not like to attend to. We go for youth, we go for the “new.” So how should marketers plan to communicate with an arthritic Chubby Checker, a Paul McCartney who is looking back at 64, trying to reach gray-haired couples who are still “Singin’ in Rain” or just rolling in a rocking chair?

Baby Boomers can accurately be labeled “Pragmatic Idealists.” As a demographic they are a “glass-half-full” group. They feel they can make things the way they want them to be, or at least engage with the forces at work to tilt the odds 51% in their favor. Even in our constrained economy, Baby Boomers still seek, and assume, growth, all the while acknowledging new limitations in resources.

In interviews they say things like:

- “We now have more responsibility and less irresponsibility.”
- “Anger, in the long run, just hurts you.”
- “Hey, maybe ‘now’ is an opportunity. It forces you to re-evaluate who you are and where you are going.”

Sharp Contrast with Gen X

In sharp contrast, Gen-Xer’s generally perceive themselves to be in real trouble. For the most part, Xer’s are losing hope in the ties that bind hard work to success. They see their future as “closing.” This hunkered-down mentality foreshortens their vision of themselves, others, and the world. Their orientation, about almost everything, is defensive. Listen to their tone:

- “Money makes the world go around. Now I have less money. Now I have less hope.”
- “I feel better when I see someone worse off than me.”
- “I gotta fight for everything, and I don’t have a lot.”
- “What’s the point?”

THREE BASIC LIFE STRUCTURES OF BOOMERS

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Identity – Optimism and Adaptation to Power Diminished

The developmental history of Boomers casts them as characters that possess a self-expansive nature primarily devoid of cynicism. Yes, time will add a few more rings around their trunk causing recognition of new limitations, but for the most part the 65+ crowd embodies a vitality that makes them survivors, even if they can't always be thrivers.

Territoriality – Space Contracts and is Re-Articulated

As Boomers age their odometers might not proceed as fast, home range will become more important, and getting settled in new spaces – a smaller, closer-to-town abode or a move to a warmer climate – will require adaptation to new interpersonal and larger social arrangements.

How they will develop new networks – digital and face-to-face – will provide new opportunities for marketers. The same is true for how Boomers will develop requirements for new types of mundane services, particularly in the domains of finance, healthcare, and personal care products.

Time – Perceptions of Past, Present and Future

As people age their nostalgic yearnings grow, making them more receptive to advertisers and marketers use of what researchers call "a longing for positive memories of the past." Moreover, nostalgia can make Boomers feel that not so much time has passed between then and now, making them feel young (er) again, still with a long ways to go and the time to get "there."

Nostalgia should be considered as one marketing aesthetic to attract Boomers because it telescopes time and brings it more under each individual's own emotional orchestration.

POINTS TO REMEMBER WHEN MARKETING TO BOOMERS

- Boomers are at a time in life when they really don't want to compromise their authenticity.
- For Boomers, process is at least as important as the end-result. They want "the ride."
- Boomers like to inspire others. Help them feel helpful.
- Boomers have been around long enough to know there are few absolutes, little is black or white.
- Accentuate personal style over rote action or blind ritual.
- Boomers are oriented to the human dimension, that's the only real thing. They can see the humor in most situations.
- What Boomers really dislike is felling put upon by arbitrary power, feeling trapped, conned, boxed-in, and being thought of as one of the masses.
- Boomers are creative and conservative ("A beautiful garden is wild and tended").
- Boomers go for what gives voice to things they are thinking and feeling, but haven't fully worked out yet.
- Boomers respond to what stands out by its presence, not its loudness; and what shows them it really listens and, therefore, understands.

MARKETING TAKE-AWAY



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■ Brain Sells, Inc.

Viva la difference, How Brands should appeal to Women

Understanding the Nature of Belief and Attachment

March 19, 2010 — In my work as a cognitive anthropologist I study how the mind works, how people "make meaning," how people form attachments to things (brands), and how people make decisions. Decisions like how to select what to invest in, whether stocks or mates; why and under what conditions, people prefer Coke over Pepsi (or vice versa), Charmin over Cottonelle; why a person believes in one God over another.

In that search I have inadvertently uncovered something about viva la difference: Women "Cycle" and Men "Consummate"

Marketers need to understand the implications of this difference.

The male is oriented to the present, the concrete, the visual, the "hit," the win, the "me." Evolutionarily speaking, the male must bring home the bacon. No Dilly-Dallying. No excuses. The male is in the now and, above all else, is a pragmatist.

The female is oriented the conceptual, to underlying dynamics, to the relationship between things, and to stability over the long-term. The female understands and sees patterns over time.

Males act and say things like: "You've got to act, you can't wait too long." "You must know how to look at the environment, know what the data and specs mean. Then pounce." "My goal is feeling powerful and getting peoples' attention."

Females act and say things like: "It takes time to have things in order." "I want to feel good about where I am and what I've done." "My goal is continuity, building positive relationships, and long-term stability."



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A Seattle couple that started a small business together have different ideas about inventory. Wife: "I live to reinvest in inventory when I have cash, so I can buy stuff off-season and sell it next year at a bigger profit. I also like to have inventory just as a customer service." Husband: "Get rid of inventory as fast as possible."

Male: Do what you set out to do and finish the job. Female: Evolve.
Male: Achieve. Female: Experience.
Male: Stay on top of things. Female: Create good relationships.
Male: Get the biggest piece you can. Female: inner peace.

Females want to understand things and want to be understood.
Males are more focused on explanation.

Explanation entails seeing the world as governed by finite laws that humankind can direct through successive approximations. Understanding requires comprehending meaning from the inside out, in its unfolding. To understand, the world can't be approached from solely an intellectual stance.

In general, the two genders have different ways of perceiving causality, time, and power. This implies seven principles for making your brand more appealing to women:

1. **PATTERN**, not just point. Recognize that women have the ability to perceive more than the metric of a product attribute or an instance in time; they appreciate the underlying pattern (idea) that gives rise to the fleeting moment.
2. **AUTHENTICITY**, not just immediate appearance. Recognize that persona, biography (or history), and current contingency must all be factored in, and that universal principles underlie particularities.
3. **QUALITY**, not just quantity (size). Recognize that for women bigger and more is not necessarily better; and that a steady build is often better than an impulsive response.
4. **CONNECTEDNESS**, not just individuals. Recognize that communality can reign over dominance. We are all bound together.
5. **SOCIETY**, not just markets. Recognize that markets are numbers, and that markets can be counted and the goodies duly noted. But numbers are not people. Women are people and people have personal feelings and social intentions.
6. **QUALITY OF LIFE**, not just accumulation. Recognize that there are material and spiritual needs made up of individual wants and musts, but that are cast in the context of a social matrix.
7. **REASONABLENESS**, not extremism or absolutism. Recognize that all issues have grays, and exaggerations to one side or the other only cover-up the reality of subtlety and nuance.

Marketing to women is not as easy as 'pretty in pink' or 'basic black'.
But knowing the inner reality of women can help marketers feel more in the pink and put them in the black.

Dr. Bob Deutsch is a cognitive anthropologist, founder and president of Brain Sells, a strategic branding and communications consultancy.

Brain Sells, Inc.
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Commentary

People Are Curvaceous Souls

Bob Deutsch, Mar 02, 2010 05:00 AM

Once upon a time people lived in a state of positive expectations. There were relatively few products, great demand and most products enjoyed high brand differentiation. This was circa 1960, when most marketing models in use today were developed, like the purchase funnel, which measures advertising effectiveness.

The world has since changed dramatically. And, despite the rise of digital and the economic downturn, most old marketing axioms are still operative, miring marketers in an approach designed for a bygone era.

Take the relationship between supply and demand -- it's reversed. Today demand is scarce, supply plentiful. Second, over the past half-century we have learned so much about how people engage with brands.

We now understand that people are not two-dimensional data to be manipulated by coupons or the latest hot-button offer. Current anthropological, linguistic and neuro-scientific evidence demonstrates that humans attach to things (product, person or idea) through a process of identification that coalesces longings at the personal and social levels.

Human behavior cannot be comprehended by the old-school logical conceptions of action. What Don DeLillo said about how he writes a book is true for life: "Things begin to happen just outside the range of the immediate action. There's very little sense of logic behind it."

Life Is Not a Straight Line

Once we agree that life does not proceed in a straight line, marketers will need to accept tools that address reality. A case in point is the Purchase Funnel, an artificial construct that rears its head at most new business meetings, proclaiming: Awareness, Consideration, Preference, Action, Loyalty. But people Are Not Linear.

When one considers consumers as people, one immediately appreciates that logic is a puny force in the face of emotion and belief. Identity trumps interests and narrative transforms products into relevant stories crafted by one's own brand of meaning. In this Cuisinart-like, improvisational, non-linear process, awareness does not precede consideration, then tumble into preference and finally into action.

Zig-Zagging to Attachment

In actuality, the attachment process carves a zig-zag route in the service of emotional reasoning as people make symbolic associations with what is familiar, participatory and self-expansive in their image of the product. Only if and when the product is successfully transformed into a personally meaningful idea, does manufacturer reap the benefit of one's loyalty to self. This process can take time, or immediately convulse, but the best a marketer can hope for is a spasm of sentiment that bears no logical relationship to product attributes.

Note what two people say about Apple's iPhone. "Apple is a smile. It makes me smile. I'm a happy

person. Apple and me are the same." "The iPhone, like Apple, is a circle, it's smooth and glides. It's easy and feels good. All other phones are boxes; they have corners and squares, are highly structured, have many rules, are too technical and linear. The iPhone is fun and natural and let's me do my own thing." Purchase Funnel vs. Yellow Brick Road

The emotional logic of human longing is as merciless as the laws of gravity, but more curvaceous. The time is right for marketers to come to terms with the meanderings of authentic life, and reflect back to people their true nature: poised and unsettled, majestic and mundane, courageous and hesitant, marooned and moored, tough and tender.

Only then will marketers share in attracting people while, at the same time, having people soar.

Marketers must respect people as curvaceous souls, and supplant the purchase funnel with the idea of The Yellow Brick Road. This will both re-humanize advertising and make it, again, a cultural act. Then people may incline towards more products and once again love advertising as they did in the era of Bill Bernbach and David Ogilvy.

 Community

Lady Gaga's Alchemy: Ageless and Age-Old

By Guest Blogger Dr. Bob Deutsch
Brain Sells, Boston
www.Brain-Sells.com

The ubiquitous Lady Gaga is the newest "It Girl" with mega hits, a creative directorship for Polaroid and endorsements for brands like Estee Lauder's Viva Glam products. But through an anthropologist's lens, 23 year-old Stefanie Germanotta represents something completely primal, a shamanistic high priestess.

Beyond the torrent of press coverage and her 5.2 million Facebook fans, or "little monsters" as she lovingly calls them, lurks a fascinating back-story. It's not just how Lady Gaga sings and dances to her own beat, like Mic and Astaire, who danced to the melody. Each shaman whether from New Guinea or the Amazon, has an atypical gait and tempo, a reflection of their other-worldliness.

To the Spirit World and Back, with Knowledge

And it's not simply Lady Gaga's theatrics, wild outfits, headdresses and masks, although she shares these with most Shaman who cover themselves with rare feathers and paint their faces with natural pigments. These attention-getting communication devices are necessary accoutrements of the shaman's prototypical ventures out of the temporal and into the "spirit world" where the Shaman does battle with the dark forces of the cosmos -fighting "monsters." As the Lady says, for this you must feel "fierce." One must vanquish all doubt, blood-soaked and mythic.

Following the trials of battle, the shaman comes back to his people (having traveled beyond via trance or hallucinogenic) to give over lessons - practical, existential, and cosmological. In large measure the shaman's expertise lies in how well these teachings are transmitted, such that the tribe experiences what the shaman has, as if they themselves had made the hero's journey, a felt sense of "post-icipation."

Then it is up to individuals of the tribe to rely on their newly expanded beings. Moses is a model: lead your people to the promised land, and then they enter and proceed without you.

The Benevolent Priestess

Lady Gaga is the archetype of the benevolent leader. This completely fearless-about-her-ambition Italian girl from Yonkers, has a dream and is outrageously outspoken, not only for herself but for her fans, particularly her young, female fans.

In her Barbara Walters interview, she voiced the sentiment, wanting to be a teacher, saying, "I want to liberate them from their fears so they can find their own place in the world." In this way, she represents the essence of a brand.

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Attaching to Brand Gaga

Human biology and cognition dictates that people will attach to people, and brands, that provide the stimulus to more fully realize their latent potential. Lady Gaga is like the Yellow Brick Road; through post-icipatng in her journey, each fan feels, " I can become myself." There is no greater gift to be bestowed.

Lady Gaga's seemingly-instantaneous rise to fame is largely due to her embodiment of a fearless leader, a hero who matches the zeitgeist of performance and pose, while appearing completely authentic. In some peculiar way, Lady Gaga is like other leaders, such as Ronald Reagan or even Pope John Paul, who spontaneously performed and inspired intense emotional attachments and loyalty.

Gaga is Primal

Why is Lady Gaga so watched on YouTube, Twittered about, commented on and searched by the millions? Because she is the real deal. She is primal, a shaman priestess whose performances propels you out of your mundane existence. She is artfully full of life that others may become so too. That s the secret of stardom and that s brand power at its greatest..

Marketer's Takeaway

1. A marketing strategy, no matter how good in the abstract, won't work if its essence is not authentic to the "product."
2. Channel selection is critical, but channels only exist to carry compelling "messages."
3. Modern technologies are great, but how they operate and what they (re)present must answer to what human nature and the nature of mind intrinsically responds to. Remember, the future has an ancient heart.

Dr. Bob Deutsch founded consulting firm Brain Sells, Boston, Mass. in 1990. Bran Sells' retail clients include TJ Maxx, Marshall's, Home Goods, Radio Shack, Sephora, Verizon stores, McDonalds, Dunkin Donuts and Toyota.

Posted by John on March 9, 2010 4:12 PM | [Permalink](#)



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7 Steps to Appealing to Women

Published on March 21, 2010 | [Email this article](#)

Marketers targeting a female audience need to understand the critical difference between men and women, according to Dr. Bob Deutsch of marketing firm Brain Sells. Namely, women cycle and men consummate.

How Female Consumers Differ from Male Consumers

Deutsch further defines this key difference between the sexes as females being oriented toward the conceptual, underlying dynamics, the relationship between things, and to stability over the long-term. The female understands and sees patterns over time.

In contrast, males are oriented toward the present, the concrete, the visual, winning, and themselves. Evolutionarily speaking, the male must "bring home the bacon." Above all else, males are pragmatists.

Seven Tips for Marketing to Women

With these gender differences in mind, Deutsch offers the following seven factors retailers seeking to make their brands more appealing to female customers should be aware of:

1. **Pattern.** Marketers should recognize that women have the ability to perceive more than the metric of a product attribute or an instance in time. They appreciate the underlying pattern (idea) that gives rise to the fleeting moment.
2. **Authenticity.** Beyond immediate appearance, marketers should realize that persona, biography (or history), and current contingency must all be factored into a brand, and that universal principles underlie

particularities.

3. Quality, not just quantity (size). For women, bigger and more is not necessarily better. A steady build is often better than an impulsive response.

4. Connectedness, not just individuals. Communality can reign over dominance. Women see people as all bound together.

5. Society, not just markets. Markets are numbers, but numbers are not people. Women are people and have personal feelings and social intentions.

6. Quality of life, not just accumulation. Women have material and spiritual needs made up of individual wants and musts which are cast in the context of a social matrix.

7. Reasonableness, not extremism or absolutism. All issues have grays, and exaggerations to one side or the other only cover up the reality of subtlety and nuance to which women are attuned.

Gen-Y Women Respond to Interactive, Non-Intrusive Campaigns

Marketers trying to influence the subset of women who are members of Generation Y (ages 15-32) should realize these women discover new brands and get most of their style inspiration and product recommendations from blogs and social media, according to a recent research report from PopSugar Media and Radar Research, **writes** MarketingVOX.

Nearly twice as many Gen-Y women than Gen-X women (ages 33-44) say they rely on blogs to influence their decisions to buy a product (28% vs. 16%). Twice as many Gen-Y women than Gen-X women report they discovered a new brand or product from a friend's status update on a social networking site (42% vs. 22%).

Consumption of new media, such as blogs, reinforce Gen-Y women's perception of themselves as more individualistic than earlier

generations. This generation of women cites blogs as being more accessible, more likely to be honest, on the cutting edge, and more likely to know about trends first. They also believe the "commentor community" on blogs is very important. Gen-Y women say they often find new ideas about websites and products from other readers' comments on blogs.

RESEARCH BRIEF

FROM THE CENTER FOR MEDIA RESEARCH

Meet the Boomers

Jack Loechner, Mar 08, 2010 08:15 AM

As a follow up on a recent Research Brief about Millennials, here's an appropriate analysis of the Boomers, an earlier generation, according to Dr. Bob Deutsch of marketing firm Brain Sells. The Baby Boom generation is classified as people born between 1946 and 1964, meaning the oldest Baby Boomers turn 65 in 2011. Boomers are still vital and evolving even as they approach retirement age, concludes the report.

In the US alone, more than 3.5 million babies were born in 1946. Our conception of Seniors, what Boomers soon will be, is highly stereotyped, says the report. Baby Boomers can be labeled Pragmatic Idealists. As a demographic they are a glass-half-full group. They feel they can make things the way they want them to be, or at least engage with the forces at work to tilt the odds 51% in their favor. Even in our constrained economy, Baby Boomers still seek, and assume, growth, all the while acknowledging new limitations in resources.

Deutsch says understanding the following three basic life structures is critical to capturing the Boomer market:

- The developmental history of Boomers casts them as characters that possess a self-expansive nature primarily devoid of cynicism. The Baby Boom generation embodies a vitality that makes them survivors, even if they can't always be thrivers.
- As Boomers age, home range will become more important, and getting settled in new spaces, such as a smaller, closer-to-town abode or a move to a warmer climate, will require adaptation to new interpersonal and larger social arrangements. In addition, Boomers will develop requirements for new types of mundane services, particularly in the domains of finance, healthcare, and personal care.
- As people age their nostalgic yearnings grow, says Deutsch, making them more receptive to advertisers and marketers use of what researchers call a "longing for positive memories of the past." Moreover, nostalgia can make Boomers feel that not so much time has passed between then and now, making them feel young again. Nostalgia should be considered as one marketing aesthetic to attract Boomers.

According to thereport, In interviews Boomers say things like:

- "We now have more responsibility... "
- "Anger, in the long run, just hurts you."
- "Maybe 'now' is an opportunity... to re-evaluate who you are and where you are going."

In sharp contrast, Gen-Xer's are losing hope in the ties that bind hard work to success, says Deutsch. They see their future as "closing." This mentality foreshortens their vision of themselves, others, and the world. Their orientation, about almost everything, is defensive:

- "Money makes the world go around. Now I have less money. Now I have less hope." "I feel better when I see someone worse off than me."
- "I gotta fight for everything, and I don't have a lot."
- "What's the point?"

Key Boomer attitudes and perceptions that are important for marketers, says Deutsch:

- Boomers are at a time in life when they really don't want to compromise their authenticity.
- For Boomers, process is at least as important as the end result. They want "the ride"
- Boomers like to inspire others. Help them feel helpful
- Boomers have been around long enough to know there are few absolutes, little is black or white
- Accentuate personal style over rote action or blind ritual
- Boomers are oriented to the human dimension, that's the only real thing. They can see the humor in most situations
- What Boomers really dislike is felling put upon by arbitrary power, feeling trapped, conned, boxed-in, and being thought of as one of the masses
- Boomers are both creative and conservative ("A beautiful garden is wild and tended")
- Boomers go for what gives voice to things they are thinking and feeling, but haven't fully worked out yet
- Boomers respond to what stands out by its presence, not its loudness. What shows them it really listens and, therefore, understands

And, according to trendwatching.com in its recent list of Top 10 Consumer Trends for 2010 reported by Marketing Charts, several general societal trends closely match with Boomer trends. These include a need for companies to be transparent and honest about their efforts to conduct environmentally sustainable business practices and genuinely collaborate with their customers rather than try to dictate to them. In addition, consumers are increasingly using social networks as part of everyday life and respond well to products and services which have a charitable component.

For additional information, please [visit VisibilityPR](#) here, or [Marketing Charts](#) here.

Mobile: Where cognitive anthropology meets marketing

March 16, 2010



Bob Deutsch is founder/president of Brain-Sells

By [Bob Deutsch](#)

Technology is great but we must not forget that the future has an ancient, living heart. Human nature keeps that vital organ pumping in search of predictability, comfort and hope.

People now view more Web pages on their iPhone browsers than on Windows Mobile or many dot-com platforms. However, before manufacturers can increase the ROI and loyalty from the mobile experience, designers need to leverage more than just another device or provide location data and proximate points of interest to eat or shop.

Maximizing eyeballs – spray and pay – is not enough. With all this platform and device choice, attention often becomes so fragmented and

frenetic, content so sliced and diced, that people come away feeling less “situated” than at the outset of their search.

GPS-enabled Where.com is a metaphor for the opportunity – yet to be realized – that mobile can offer.

Managing their place

Regardless of creative bent, personality or profession, human beings seek a sense that “their world is a manageable place and they are good.”

People want to feel that they can, in the words of the archetypal battlefield commander who after briefing troops on his plan, says, “Move Out!”

It is not that people expect the world to be their oyster, but they want the confidence that stems from feeling they have the lay of the land so they can move forward with their chins up. That is the real “search” experience people want.

Nowadays, more often than not, we feel that we live in a world that is too fast, too competitive and too unpredictable. It is not that people do not have answers. They rightly do not know what questions to ask.

The name of the current context of the world is, “I do not know the name of the current context of the world.”

Today, so much is commoditized, especially connectivity and content. Even time is commoditized.

People are living in an endless series of staccato “nows.” Context is lost, resulting in a diminution of long-term motivation. The search for finding an expanded-me has been derailed.

The ubiquitous mobile opportunity

This is where mobile can come in. Mobile devices are always with us. They are handy or in our pocket, and become part of our body and image. This makes them different. It makes them intimate and unique for helping people establish a firmer footing.

In these streaming digital times, agencies need to produce always-with-me experiences and participatory venues for mobile consumers.

These experiences must go beyond slogans, sales shout-outs and exaggerated snippets of behavior. They must create seamlessly integrated communications wherein video material is interwoven with other presentation forms – some user- and prosumer-generated – all in the service of broader brand stories that fit into real peoples' real lives.

To do this, agencies must understand people, not just technology. (Parenthetically, each person is a unity of many parts. Agencies should follow a similar organizational plan.)

Design for coherence

So that people do not feel constantly overloaded and splintered, successful digital agencies should design digital and mobile experiences that provide a sense of coherence among the myriad of "unconnected dots."

Then, individuals could flourish and in that personal blooming an enhanced sense of community would emerge. A vital life vitalizes everything around it.

To convert the pressure of time rushing by to time well spent takes more than a few new bells and whistles.

Agencies must transition from connectivity, to content, to context, such that each of their clients is perceived as a partner, not just as a provider of product.

This requires a vision of the company as more than a bullhorn for sales, but a facilitator of customers' self-expansion. That is the leader who makes everyone else the center of attention. That's the Ur-Leader – the one who is valuable, not just available.

Culture is a mega-structure that creates an undergirding to peoples' quest for meaning. It enables individual exploration and creativity within a social matrix.

Current times have largely shattered that structure. The irony might be that a little handheld mobile device, a modern invention par excellence, could evoke a sense of culture by helping people situate themselves in a world where space and time have been obliterated.

Agencies need to become purveyors of culture, not just hawkers of products or multi-platform razzmatazz.

Bob Deutsch is a cognitive anthropologist and founder/president of [Brain-Sells Inc.](#), a Boston-based strategic advisory practice that works with companies to reinvent how they assess the mind and mood of consumers and design effective communications. Reach him at dr.bob@brain-sells.com.



Published on *STORES.org* (<http://www.stores.org>)

[Home](#) > When They're 65

From Apr 2010 | By [Susan Reda](#)

When They're 65

Vast volumes have been written about Baby Boomers, but marketers are still in the early stages of figuring out how to connect and message to this group as the leading edge of the generation prepares to turn 65 next year. In the United States alone, more than 3.5 million babies were born in 1946.

Bob Deutsch, a cognitive anthropologist and leading strategist on how the mind creates beliefs -- and how those beliefs can be influenced -- recently turned his expertise to understanding the nature of belief and attachment as it relates to baby boomers and messaging. Deutsch says Baby Boomers can be labeled as "Pragmatic Idealists," describing them as a "glass-half-full" group.

"They feel they can make things the way they want them to be, or at least engage with the forces at work to tilt the odds 51 percent in their favor," he says.

Deutsch offers the following insight, guidance and tips for marketing to Boomers.

- Boomers are at a time in life when they really don't want to compromise their authenticity.
- For Boomers, process is at least as important as the end result: They want "the ride."
- Boomers like to inspire others. Help them feel helpful.
- Boomers have been around long enough to know there are few absolutes.
- Accentuate personal style over rote action or blind ritual.
- Boomers are oriented to the human dimension; that's the only real thing. They can see the humor in most situations.
- What Boomers really dislike is feeling put upon by arbitrary power, feeling trapped, conned or boxed-in and being thought of as one of the masses.
- Boomers are creative and conservative ("A beautiful garden is wild and tended").
- Boomers go for what gives voice to things they are thinking and feeling, but haven't fully worked out yet.
- Boomers respond to what stands out by its presence, not its loudness, and what shows them it really listens and, therefore, understands.

Read more at: <http://www.stores.org/stores-trends-april-8-2010/when-they%E2%80%99re-65>

OPINIONS - 14 Apr 2010 - by Robert Deutsch

FATTO A MANO: The Seductiveness of Luxury



Dr. Bob Deutsch, founder of the brand consulting firm, [Brain Sells](#), recalls how a chance encounter with a group of elderly Florentine craftsmen helped remind him of what really matters in luxury.

My wife and I are Americans living in the U.S. For the past couple of years we also have had an apartment in Florence, Italy. We went there solely for the beauty of this Renaissance city, its markets, museums, and the way of life. It was a luxurious act on our part, a smart move.

Florence and its ways brought out something in me. When beauty surrounds and even the new exists in the context of the traditional, time elongates and senses are heightened.



Take, as one example, eating out in Florence. All the restaurants are Italian.

There are no Chinese, Greek, Thai or French eateries to speak of. Moreover, the menus in all the Italian restaurants are basically the same. What happens in such a situation is that you begin to notice fine distinctions across the same dish in various restaurants. *Pappa pomodoro*, a thick tomato and bread soup that is a classic of Florentine cuisine, varies slightly in smokiness and texture. Eventually you discern a difference that makes a difference. You sense it and savor the moment. That sensitivity, in turn, begins to permeate other aspects of your perceptual acuity.

One, Spring-like Florence afternoon, a native-born friend and I strolled into *La Vecchia Bettola*, one of the oldest trattorias, for lunch. The food there is *delizioso*, the aromas ignite both taste buds and smile muscles, and everyone is jovial, waiters and customers alike.

As we sat down, something caught my eye. Across the room was a table of eight old men with palpable gleams in their eyes. I pointed to them fleetingly and I asked my friend, who, himself is a well-known Florentine, “Who Are *They?*”

He told me these mostly balding men, some with bulbous facial growths, all with big grins and hefty-sized hands, met weekly at La Vecchia. Each was one of the most renowned craftsmen in Florence: carpenter, ceramicist, frame maker, textile designer, art restorer, jewelry maker, shoemaker, tailor. They were enjoying the usual gigantic portions of blood-rare beefsteak di Florentine and drinking Tuscan wine.

Fatto a mano

When my friend told me he knew these men, I asked if we might join them. I wanted to talk with them about *fatto a mano*, the value of hand-made luxury. After a short discussion, we carried our plates of pasta, *coniglio arrosto*, and Chianti to their table.

After several introductory toasts, I asked how and why they had become craftsmen. Of course, each story was a unique blend of intention, serendipity and the stubbornness that comes with knowing where one’s sole finds vitality.

What was common across all these eight monumental and iconic diners were themes of sensuality, of authenticity, of passion, narratives that result when there is a meeting of what one does and who one is. Of course, there was pride in being part of a continuous line of creativity going back to the Medici. These men not only made luxury, they themselves were luxurious.

The Italian Way

These eight men, half-mockingly, half-lovingly, taught me an important lesson about the Italian way of life, indeed about life itself.

Naively, I told them I was interested in writing an article about the meaning and value of hand-made luxury goods. I said, “So much today is mass-produced and fast-copied on the cheap. Perhaps if I could write about you men and what you do, it would slow by one tic of the clock the demise of the hand-made, the truly artisan.”

They laughed in spontaneous unison. Their first response was, “What can be better than now? We are among friends. We are enjoying our food and wine. We feel good and we are happy.”

One of these men, nicknamed ‘The Terminator’ for having been a ferocious soccer player, added, “Time is on our side.” I asked what he meant. He replied, “The only time is now. In this now ‘the next’ does not exist. The whole of life is right here, right now, in our sight.” Therein lies the undercurrent that is *the essence of luxury: living deep in the guts of the moment with senses fully alive. In that experience there is no time, only sensuality.*

A State of Sensuality

That state of sensuality is the Florentine way of life. Not just in the museums and craftsmen’s studios, but, for example, also in the markets, where proud vendors exhibit their deep-green, just-picked *broccolini* or multiple varieties of prosciutto and pecorino, as if they were art.

In America, I thought of food shopping as a necessary chore. In Florence, being at the market was a joy, somewhere I needed to go because it was one of the happy hi-points of the day, each day.

Even walking from my apartment to the *Mercato San Ambrogio* was an experience to be relished. The textured facades of ancient residential buildings and landmarks such as Brunelleschi’s Duomo dotted my path. Walking was slowed by my frequent looks up, eyeing what was around me. Turtle-like, my neck often protruded to peek into shop windows displaying items such as jewelry, olive oil or underwear. (Even the men’s underwear looked special and was displayed beautifully.)

At the market, where nothing is saran wrapped or mass-produced and everything is local, I paused at almost every stand to appreciate the voluptuousness of the fresh fruits and vegetables, the tubs of *fiocchi di latte*, the bulgingly stuffed ravioli, the whole roasted pig, and the vendors who handled their produce as if they were rare gems. Tastings – *una asagio* — are offered. Salutations are exchanged. I felt being at the market was a personal experience, not a business transaction. I wasn’t there to fill my refrigerator. I was there to fulfill me.

I never hurried. Nobody hurries. I toiled around as if life were a hobby, immersed in and enjoying the moment, without deadlines and no “next” in mind.

In Florence, artisan and layperson both live in a certain relationship to time and sensuality that is truly luxurious.

The particular thing about the artisan is that their life story lives *in* what they create. Who they are and what they make is the real McCoy. When working on an item, the craftsman feels the press of the sensual, the immediate. Eye, hand and heart are in an improvisational dance, creating a one of a kind creation. The craftsman’s products remain true to the idea of the Renaissance, with the accent on the personal, the emphasis on joy.

Luxury Marketers Can Learn



With these products in hand, *the task of luxury marketing is to help*

customers read their own story into the product story, and so expand how customers think about themselves and the world. That expansion is the true meaning of art.

As the luxury market rebounds, and a new meaning of luxury and value emerge, people are beginning a quest for self-authenticity. These feelings are true not only for how people see themselves and the world, but also for what they want from it, including products.

People are becoming more interested in MEANING-SEEKING. Many of them are saying things like, “I must be more selective in what I buy and what I buy into. I want things that will show me my heart.”

There is now a heightened quest for AUTHENTICITY. One woman I interviewed who recently bought a Montblanc fountain pen, said: “I’ve wanted to buy a great fountain pen for as long as I can remember, but never had. Despite the economy, or maybe because of it, I thought I should buy one now. I did and I’m so happy. It feels so sensual, so luxurious in my hand. I think better writing with it. It helps me get down to my deepest thoughts and feelings. I find ‘me’ with this Montblanc in hand.”

Real Luxury is the Experience



That’s the real experience of luxury, no matter what a product’s price. That’s

what people value – an experience that takes them just beyond their present selves. Luxury can provide a venue for customers to recognize and elaborate something latent in themselves that has yet to become manifest.

Listen to another story, this from an artist in who bought a Louis Vuitton handbag: “When I saw it I had to have it, but

at first I didn't buy it. It was too expensive. I went home but I couldn't stop thinking about that bag. So I went back the next day. It made me happy just to look at. It's candy-apple red. My grandmother made me candy apples. That bag gives me an appetite. It's the color of life. It will protect me against solitude, like my pets. And, it's a small bag, I can always carry it with me."

She continued: "There is no meaning or order to the universe or to life, or it's not attainable by humans. This bag seemed unattainable, but I got it. This bag says to me that there is some meaning or order to life. That meaning or order is 'beauty'".

Perhaps the lesson from these voices is that luxury and value, like clothing, must be made to be worn – worn to extend and adorn the self.

Luxury and value is beginning to be more about the experience than simply the product – an experience that makes you feel more authentic, that makes you feel *you are an artisan* of self, with time to sense and express your personal individuality, history and self-expansion.

Luxury might best be defined as an investment in self. That's meaningful consumption that holds value.

I am a case in point. One day, walking over the Arno via a bridge designed by Michelangelo, I was heading off to buy a white truffle that I would shave over bowls of handmade pasta that night. I made an unplanned stop at Loro Piana. I tried on a cashmere sports jacket. I heard my self-reverie. "It feels so delicious and elegant. Even the buttons are beautiful...all the details. The jacket "fits" me – casual but sophisticated, classic but different." When I put it on it made me experience something extra in me.

As the meaning of luxury and value shifts from "Give Me More" to "Being More of Me", luxury marketers may find a consumer palette as ravenous as before the economic collapse...and as hungry as I was at La Vecchia Bettola. Like the craftsman in their studios, luxury marketers have to live in the moment and help their customers do the same.

Bob Deutsch

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INTRODUCING

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How Marketers Can Appeal to the Male Brain

brainsells Marketers targeting a male audience need to understand the critical differences between men and women, according to Dr. Bob Deutsch of marketing firm [Brain Sells](#). Namely, men consummate and women cycle.

Male Consumers Seek Powerful Image

Deutsch advises that men live in the 'now.' They are concrete thinkers that like to consummate and complete what they set out to do. Men are interested in power and in looking good, even more than being good, [writes](#) MarketingCharts.

When it comes to attractiveness, both sexes want to garner attention, but each for different reasons. For men, looking good is looking strong, confident, authoritative and adventurous – being a standout. Men concentrate on looks to the extent that it signals something about what they do, have done or can do.

In contrast, regardless of how much a woman wants to attract in the contest of beauty and brains, their focus is on hope and details, and they concentrate on how appearance reflects their inner being. Therefore, successfully marketing to men, as opposed to marketing to women, requires more than changing colors, fonts and/or packaging.

Four Tips for Marketing to Men

With these gender differences in mind, Deutsch offers the following four tips for marketers seeking to appeal to male consumers:

1. Time. Men tend to hone in, more quickly than women, on what they're looking for. Men are not browsers, but shop for what they need 'now.' In contrast, women can shop for something now and put it away for 'later.'

2. Causality. Men are concrete and tend to tightly focus their awareness. Their notion of cause and effect is linear and men are visually-oriented because of this concrete literality. Seeking clarity, men create absolute distinctions: black-white, yes-no. Men dislike ensembles and tend to buy individual items. In contrast, many women like to think about how they can put together 'outfits' and are creative in selecting, say, a variation on a scarf or a belt that will change the nature of one basic outfit.

3. Space. Men structure and relate to space as compartmented and sequential. To men, space is not relational, as it is for women. These kinds of underlying, fundamental gender differences can have critical implications not only for what makes an item compelling, but also for store design and product layout.

For example, many women like the challenge and somewhat disorganized variety of off-price retailers such as T.J. Maxx or Marshalls. Men, even men who shop in such places because of price, are not there out of joy or desire.

4. Other People. For the male, it's every man for himself. Men prize individuality and self-reliance. They conceive of other people as 'my competition.' Daily life for them is a contest with winners and losers. This is in contrast to women, who often view other people as a source of strength. Note, too, that men never shop together. Women often shop with a friend and make a 'day' of it. A man focuses on himself - the 'me,' while a woman is focused on the "we."

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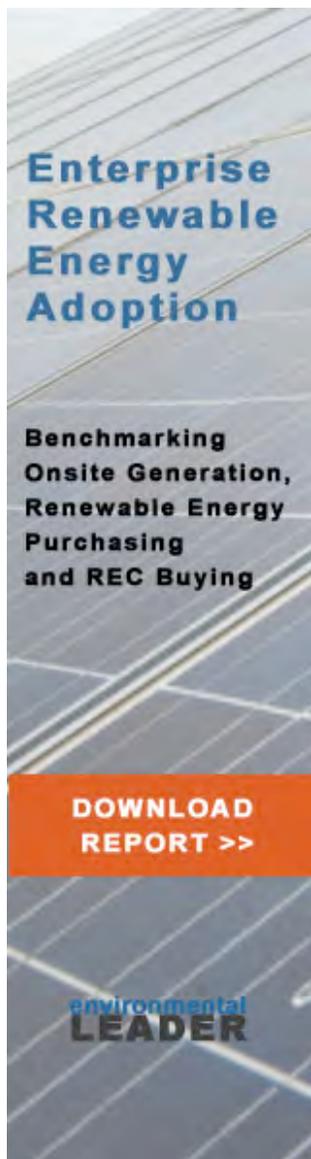
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How Retailers Should Appeal to Men

Published on April 20, 2010 | Comments: 0

Retailers targeting a male audience need to understand the critical differences between men and women, according to Dr. Bob Deutsch of marketing firm Brain Sells. Namely, men consummate and women cycle.

Male Consumers Seek Powerful Image

Men and women are different biologically, psychologically and socially. Deutsch advises that men live in the “now.” They are concrete thinkers that like to consummate and complete what they set out to do.” Men are interested in power and in looking good, even more than being good.

When it comes to attractiveness, both sexes want to garner attention, but each for different

standout. Men concentrate on looks to the extent that it signals something about what they do, have done or can do.

In contrast, regardless of how much a woman wants to attract in the contest of beauty and brains, their focus is on hope and details, and they concentrate on how appearance reflects their inner being. Therefore, successfully retailing to men, as opposed to retailing to women, requires more than changing colors, fonts and/or packaging.

Four Tips for Retailing to Men

With these essential gender differences in mind, Deutsch offers the following four tips for retailers seeking to appeal to male consumers:

1. **Time.** Men tend to hone in, more quickly than women, on what they're looking for. Men are not browsers, but shop for what they need "now." In contrast, women can shop for something now and put it away for "later."
2. **Causality.** Men are concrete and tend to tightly focus their awareness. Their notion of cause and effect is linear and men are visually-oriented because of this concrete literalness. Seeking clarity, men create absolute distinctions: black-white, yes-no. Men dislike ensembles and tend to buy individual items. In contrast, many women like to think about how they can put together "outfits" and are creative in selecting, say, a variation on a scarf or a belt that will change the nature of one basic outfit.
3. **Space.** Men structure and relate to space as compartmented and sequential. To men, space is not relational, as it is for women. These kinds of underlying, fundamental gender differences can have critical implications not only for what makes an item compelling, but also for store design and product layout. For example, many women like the challenge and somewhat disorganized variety of off-price retailers such as T.J. Maxx or Marshalls. Men, even men who shop in such places because of price, are not there out of joy or desire.
4. **Other People.** For the male, it's every man for himself. Men prize individuality and self-reliance. They conceive of other people as "my competition." Daily life for them is a contest with winners and losers. This is in contrast to women, who often view other people as a source of strength. Note, too, that men never shop together. Women often shop with a friend and make a "day" of it. A man

focuses on himself - the “me,” while a woman is focused on the “we.”

As noted above, men are interested in power. Women are more interested in security. Men relate to “things” themselves. Women relate to the relationship between things. In today’s world, men might, for example, be paying more attention to grooming aids than they did years ago. But men are still grooming to go up the hierarchy, to be Number One, and be recognized as Number One. Modern man is still primal man, regardless of how much hair a man has to groom.

How Retailers Should Appeal to Women

Deutsch offers the following [seven tips](#) for retailers seeking to appeal to female consumers: Recognize women’s ability to appreciate underlying patterns, realize women’s need for authenticity, provide quality as well as quantity or size, offer communality, validate women’s personal feelings and social intentions, offer quality of life as well as accumulation, and provide reasonableness rather than exaggeration or absolutes.

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Marketing Research Review



Telling tales: How taking the time to listen can boost brand building

Editor's note: Bob Deutsch is a cognitive anthropologist at Brain Sells, a Boston communications consultancy. He can be reached at 917-215-4800 or at dr.bob@brain-sells.com. This article appeared in the May 24, 2010, edition of Quirk's e-newsletter.

In today's socially-mediated world, marketers are placing greater importance on understanding their audience as people instead of simply consumers. Satisfying consumers' immediate wants creates a commodity, not a brand. To build a brand, marketers should not waste time asking what people like, need or want - they should discover who these "consumers" really are. To accomplish this, marketers are using research to listen to people's stories and understand people's identities, not just their interests. This demands skills beyond that of a moderator who asks predetermined questions about people's reaction to product attributes. Taking qualitative research a step further to understand a person's authentic, subjective experience in the world can reveal deeper brand insights than studying only the cross-section of a consumer's world in which s/he interacts with the brand or product at hand.

Unconscious purchase calculus

This emotional-cognitive subjectivity is what underlies people's unconscious purchase calculus. Understanding this process entails a shift in perspective from seeing consumers as data points to accepting consumers as creators of their own brand of meaning. Traditional attitude and usage studies that put product attributes at the center, as well as product-oriented surveys and focus groups, fall short. To succeed, products must fit into people's lives rather than the other way around.

The core task of marketing is to entrain the emotionally-based logic that shapes self-identity and product-identity into a unified narrative. Brand is that spasm of sentiment - illogical, immediate, rock-solid - that triggers when we perceive a product as a venue for manifesting ourselves; brand is about being a venue for people becoming more themselves.

Loving interrogator

Listening for identities requires being more than a moderator. Instead, serve as a loving interrogator of the ways people make meaning, justify it and author a vision of their future selves. Eliciting "self-stories" is the critical task. To hear and understand people's stories you have to give them the time and the leeway to spin their tale.

I was once asked by a soap company to devise a project that would help discover the latent meanings of "clean." I went around the country speaking to women ages 17-54. I also spoke to women who had particularly dirty jobs: plumber, soldier, craftsman. I asked them to tell me what makes you feel the most "you" - the purest you

After the fieldwork and my analysis of the women's narratives were completed, I went to the CEO of the soap company. I handed in my report; it was a single page with only three letters written on it: SED. The CEO said to me, "What's this?" My answer? Women know how to get clean, but what women really want is the experience of feeling cleanSED. Cleansed means washing away the day, ridding yourself of the experience of being put upon, hunkered-down and tight. This idea was quickly used for both advertising and internal branding.

A gasoline company asked me if anything beyond price per gallon drove customer loyalty. I spoke to people in (my

brand of) focus groups, starting each group by asking, “What, in your everyday experience of the world today, gives you energy?” They were forthcoming with stories of family, friendship, discovery and fun.

I then asked, “What saps you of energy?” They told stories - naturally, without any prompting - of a world too fast, complex and competitive. They also told stories about traffic and the travails of commuting. Unexpected narratives also came spewing out about how many people liked driving to and from work alone, in the privacy of their car. It was their only “me” time of the day. Halfway through the project, “life on the road” became a metaphor for people’s hopes and hassles, as well as how they saw life in general. By the end of the project, this idea not only impacted advertising but the design of the company’s gas stations.

While doing a project on luxury, I asked, “How do you accomplish not buying something you really want?” Here’s a story from an artist who couldn’t stop herself from buying a Louis Vuitton handbag:

“When I saw it I had to have it, but at first I didn’t buy it. It was too expensive. I went home, but I couldn’t stop thinking about that bag. So I went back the next day. It made me happy just to look at that bag. It’s candy-apple red. My grandmother made me candy apples. That bag gives me an appetite. It’s the color of life. It will protect me against solitude, like my pets. And, it’s a small bag, so I can always carry it with me. There is no meaning or order

to the universe or to life, or it’s not attainable by humans. This bag seemed unattainable, but I got it. This bag says to me that there is some meaning or order to life. That meaning or order is ‘beauty.’ Beauty is the most important thing in life. That’s why I’m an artist.”

Grand narrative

Once self-stories about “I” and the world are understood, the analytical task is to locate the core metaphor and mythology that composes the grand narrative of all individual talk. From this kind of analysis an idea can result that balances poetic abstraction and mundane specificity. Stories allow marketers inroads into how our internal emotions connect to the societal structures that confine us. In other words, stories lay the basis for finding in each subject the controlling cultural ideas that exist in everyone’s mind.

From such insights arise potent communication plans that have the chance to increase ROI, as these plans and their implementation can tap the primal structure of the human experience. When it all works, marketers can create something - a message, a campaign, content or a multi-platform strategy - that will lodge indelibly in people’s lives so that even when they are not thinking about it, they recognize its existence. Whether Campbell’s or Hermes, understanding this narrative is required of market leaders of any corporation that seeks to profit the only way that profit can be made: by making brand magic. | Q

Keep In Mind Gender Differences With Your Marketing



Written by Dr. Bob Deutsch

Monday, 03 May 2010

Men are, well, men. They live in the "now." They are concrete thinkers who like to consummate, finish. A male axiom is "complete what you set out to do." Men are interested in obtaining power and in looking good, even more than being good. In short, that's the nature of beauty for the beast.

You cannot market to men the same way you market to women. It's not a simple transformation of changing colors, fonts, or packaging. Men and women are different biologically, psychologically, and socially.

Of course, when it comes to attractiveness, both sexes want to garner attention, but each for different reasons.

For men, looking good is looking strong, confident, authoritative, and adventurous -- a standout. Men concentrate on looks to the extent that it signals something about what they do, have done, or can do. Regardless of how much women want to attract in the contest of beauty and brains, their focus is on hope and details, and they concentrate on how appearance reflects their inner being.

Consider four fundamental gender differences and their impact on marketing:

Time

Men tend to hone in on what they're looking for quicker than women. Men are not browsers. A male motto is "get what I want and move on." Men shop for what they need now. Women can shop for something and put it away for later. (An interesting reflection of how men and women relate differently to time is found in how differently they follow instructions for antibiotics prescribed by their doctors: Often, men will stop taking antibiotics as soon as they feel better, even though the regime's effectiveness calls for a full 14-day intake. Women, more frequently than men, complete the recommended regime.) Women want to get the underlying dynamics of things, while men attend to the mundane mechanics of life.

Causality

Men are concrete and tend to focus their awareness tightly; their notion of cause and effect is linear, and men are visually oriented because of this concrete literality. What you see is what is, literally. Seeking clarity, men create absolute distinctions: black and white, yes or no.

Women often think it depends. You never hear a man voice this sentiment. These different ways of defining what leads to what also affects what goes with what. Men dislike ensembles. Men tend to buy individual items. In contrast, many women like to think about how they can put together outfits and are creative in selecting, say, a variation on a scarf or a belt that will change the nature of one basic dressing.

Space

Men structure and relate to space as compartmented and sequential. To men, space is not relational, as it is for women. For example, when a woman gives directions, she will say, "Go three blocks south (as she points or orients in the direction indicated), then bear right, and when you see the clock tower, watch for your street on the right." A Man will say, "Go three blocks to Pullman Street and turn left on to Main, then turn left to Brighton Street."

These kinds of underlying, fundamental gender differences can have critical implications, not only for what makes an item compelling, but also for store design and product layout. For example, many women like the challenge, the somewhat disorganized variety and the catch-as-catch-can nature of places such as TJ Max or Marshalls. Men, even men who shop in such places because of price, are not there out of joy or desire.

Other People

For the male, it's every man for himself. Men prize individuality and self-reliance. They conceive of other people as the competition. Daily life is a contest with winners and losers. This comes in contrast to women, who often view other people as a source of strength. Note, too, that men never shop together. Women often shop with a friend. A man focuses on himself, the "me," while a woman is focused on the "we."

Again, men are interested in power. Women are more interested in security. Men relate to "things" themselves. Women relate to the relationship between things.

In today's world, men might, for example, be paying more attention to grooming aids than they did years ago. But men are still

grooming to go up the hierarchy, to be No. 1, and be recognized as No. 1. Modern man is still primal man, regardless of how much hair he has to groom.

Dr. Bob Deutsch is the Boston-based founder and president of consulting firm Brain Sells. He has worked in the primeval forest and on Pennsylvania and Madison Avenues (in Washington, D.C. and New York City). His focus, since the mid-'1970s, when he was living with pre-literate tribes and chimpanzees, has been to understand how leading ideas take hold in cultures. This article was originally published April 29, 2010 on Talenzoo.com.

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How to Rebuild Corporate Trust

By Dr. Bob Deutsch

When Wall Street shorted junk mortgages it also short-sold every Tom, Dick and Harriet on Main Street. Commercial greed kicked dirt on homespun grace.

The earth that everyday Americans walk on shifted when, for the first time, new words such as “sub-prime,” “derivatives,” and “Ponzi” were jammed into the American lexicon. As a result, moms and pops now have less money, face more uncertainty, and harbor more distrust.



Terrorism, war, and recession have shaken the pillars of American optimism. We, the people, are hesitantly scratching our heads and wondering how all this happened? We are justifiably cynical about the state of corporate sincerity.

Big Biz Doesn't Get It

In most instances, big business still refuses to “get it.” Instead, financial executives deny they could have done anything to avert the 2008 economic disaster, pass the buck or trot out reams of spreadsheets, showing that the economy has turned the corner, saying the “fundamentals are now sound” and they are paying back loans, with interest, to the Fed.

Well, let's get down to fundamentals. People don't live their lives based on “fundamentals.” People are not technologies. Emotion always trumps numbers, and people (AKA: customers, consumers, shareholders, voters) *are* emotional animals. So what's a CEO to do to earn back the trust of the American people?

Earning Trust...in Four Timely Steps

First, the unit of time that business leaders orient to must be expanded beyond the quarterly reported 'expedient present.' Trust takes time and grows slowly over time.

Secondly, trust comes from people feeling understood, and showing understanding means much more than mere rational (e) explaining. PowerPoints are for "explaining." Corporatese is for obfuscating. Only plain talk demonstrates understanding.

Thirdly, trust comes from a shared past, a collaborative present and a co-authored future with mutual self-expansion as the goal. Secrets, and behind the scene maneuverings, corrode trust. Stultified, scripted language annuls trust. Corporate-speak doesn't hack it. Narratives that give voice to our deepest human selves must supplant cliché, linear propositions, and black-or-white simplifications.

Fourth, access encourages trust, even when it means acknowledging mistakes. Here, for example, social networking may help. Websites such as Facebook could be used by corporate executives to allow some business-decision dynamics – and even some personal information – to be made "public." Likewise, two-way communications could be encouraged. Sharing helps to instill trust.

Cognitive Reforms and Vitality

Furthermore, earning back the trust of the American people requires a wider cognitive vision from business leaders. Government oversight alone is insufficient to prompt change.

This change in cognitive orientation need not be based on altruism. It can be meaningfully based on a re-cognition of the nature of *vitality*. When people – along with companies and with their workers – feel their authenticity has been tapped and can be further explored via a joint enterprise, they feel more optimistic, self-responsible, social and happy. They feel "bigger" when connected to something bigger ("I see me in 'it'"). A sense of "me" and "you" are one is cultivated, such that through each other and the relationship, both grow. Venues for such cognitive revamping include:

1. SOCIETY, NOT JUST MARKETS

Markets imply mechanistic models whereby human dynamics are given short shrift. Society means a common amalgam given rise by the human commerce of emotion, belief and belonging.

2. QUALITY OF LIFE, NOT JUST INCOME

Money is great, and having a lot of it is a way of defining self-worth, but money can't buy happiness, friendship or love – the things of real value.

3. REASONABLENESS, NOT JUST EXTREMISM

People must have a human sense of scale; and human investment strategies must take into account biography, persona and local contingencies when taking action. This tempers the

currencies of “bigger” or “more.”

4. AUTHENTICITY, NOT JUST PERFORMANCE

More than artifice, people attach to products, ideas or other people that provide a venue for them to express and explore their self-identities. A real performance is always more effective than a fake performance.

5. CONNECTEDNESS, NOT JUST INDIVIDUALISM

Given the complexity and the conflicts of the world today, the task of everyone is to transcend our individual identity without negating our individual identity, such that we recognize the fundamental idea that ‘The Other’ is in us.

It is understandable and, in fact, it is a bedrock of capitalism – particularly in the last part of the 20th century and the early part of the 21st – that one yearns for gratification from individual financial success. But in this yearning, perhaps now is a good time to recall the 1946 Gregory Peck movie, *The Yearling*. In its dramatic culmination, Peck’s character explains the sometimes-harsh facts of life to his son:

“Life is a fine thing...powerfully fine, but not easy. Sometimes we have to see it through *together*.”

If companies find a way to create a genuine sense of relatedness with the public – The Other – the public will in turn give them the benefit of the doubt, instead of doubting them.

America has always been a performance culture that extols individualism. But America, too, as seen in the election of President Obama, can surprise itself by being one step ahead of the expected.

America must develop a culture of community in which the individual and the group can thrive. In that way, America can live up to the idea of “WE, the people.”

Trust is not something one individual or entity does. Trust is a relationship. When each Tom, Dick, and Harriet who sit in the boardrooms of corporate America can conceive of the idea of establishing a relationship with a Tom, Dick, or Harriet sitting at home in their living rooms, that’s the meaning of America. When that happens America will become itself.

The time is right.

###

About Dr. Bob Deutsch

The founder and president of consulting firm Brain Sells (www.Brain-Sells.com), Boston, MA), Bob has worked in the primeval forest and on Pennsylvania and Madison Avenues. His focus, since the mid-’70s, when he was living with pre-literate tribes and chimpanzees,

has been to understand how leading ideas take hold in cultures.

From contributing to *Military Review*, “The Droning of Strategic Communications and Public Diplomacy (Sept/Oct. 2009) *Joint Force Quarterly* magazines, “Ambassadors to the World” (January 2010), to winning a Cicero Best Speech of 2009 Award for an address to the USG Intra-agency Committee of Strategic Communications (*Vital Speeches of the Day*, December, 2009) to portraying a college professor in a McDonald’s commercial, cognitive anthropologist Dr. Bob Deutsch breaks the mold.

Since opening Brain Sells, in 1990, he has applied this understanding to how people attach to products, persons and performances. He is fond of saying, “Reasoned judgment about attributes is not the issue. The brain evolved to act, NOT to think.” Brain Sells’ clients include: American Express, Bank of America, Pfizer, Reebok, Yahoo. TJ Maxx, Marshall’s, Johns Hopkins Hospital, Verizon Wireless, McDonald’s, Dunkin Donuts, and Toyota.

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How to Rebuild Corporate Trust

By Dr. Bob Deutsch

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biography, persona and local contingencies when taking action. This tempers the currencies of “bigger” or “more.”

4. AUTHENTICITY, NOT JUST PERFORMANCE

More than artifice, people attach to products, ideas or other people that provide a venue for them to express and explore their self-identities. A real performance is always more effective than a fake performance.

5. CONNECTEDNESS, NOT JUST INDIVIDUALISM

Given the complexity and the conflicts of the world today, the task of everyone is to transcend our individual identity without negating our individual identity, such that we recognize the fundamental idea that ‘The Other’ is in us.

Together

It is understandable and, in fact, it is a bedrock of capitalism – particularly in the last part of the 20th century and the early part of the 21st – that one yearns for gratification from individual financial success. But in this yearning, perhaps now is a good time to recall the 1946 Gregory Peck movie, *The Yearling*. In its dramatic culmination, Peck’s character explains the sometimes-harsh facts of life to his son:

“Life is a fine thing...powerfully fine, but not easy. Sometimes we have to see it through *together*.”

If companies find a way to create a genuine sense of relatedness with the public – The Other – the public will in turn give them the benefit of the doubt, instead of doubting them.

America has always been a performance culture that extols individualism. But America, too, as seen in the election of President Obama, can surprise itself by being one step ahead of the expected.

America must develop a culture of community in which the individual and the group can thrive. In that way, America can live up to the idea of “WE, the people.”

Trust is not something one individual or entity does. Trust is a relationship. When each Tom, Dick, and Harriet who sit in the boardrooms of corporate America can conceive of the idea of establishing a relationship with a Tom, Dick, or Harriet sitting at home in their living rooms, that’s the meaning of America. When that happens America will become itself.

The time is right.

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About Dr. Bob Deutsch

The founder and president of consulting firm Brain Sells (www.Brain-Sells.com), Boston, MA), Bob has worked in the primeval forest and on Pennsylvania and Madison Avenues. His focus, since the mid-’70s, when he was living with pre-literate tribes and chimpanzees, has been to understand how leading ideas take hold in cultures.

From contributing to *Military Review*, “The Droning of Strategic Communications and Public Diplomacy (Sept/Oct. 2009) *Joint Force Quarterly* magazines, “Ambassadors to the World” (January 2010), to winning a Cicero Best Speech of 2009 Award for an address to the USG Intra-agency Committee of Strategic Communications (Vital Speeches of the Day, December, 2009) to portraying a college professor in a McDonald’s commercial, cognitive anthropologist Dr. Bob Deutsch breaks the mold.

Since opening Brain Sells, in 1990, he has applied this understanding to how people attach to products, persons and performances. He is fond of saying, “Reasoned judgment about attributes is not the issue. The brain evolved to act, NOT to think.” Brain Sells’ retail clients include: TJ Maxx, Marshall’s, Johns Hopkins Hospital, Home Goods, Radio Shack, Sephora, Verizon stores, McDonald’s, Dunkin Donuts, and Toyota.

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How to Rebuild Corporate Trust
Bob Deutsch, President, Brain Sells



Recession, war and terrorism have shaken the pillars of American optimism. We, the people, are hesitantly scratching our heads and wondering how all this happened? We are justifiably cynical about the state of corporate sincerity.

Big Biz Doesn't Get It

In most instances, big business still refuses to "get it." Instead, financial executives deny they could have done anything to avert the 2008 economic disaster, pass the buck or trot out spreadsheets to show that the economy has turned the corner, saying the "fundamentals are now sound" while they pay back their cheap loans to the Fed.

But people don't live their lives by the "fundamentals." People (customers, consumers, shareholders, voters) are emotional animals and emotion always trumps numbers. So how can the CEOs of America earn back the trust of the American people?

Earning Trust...Four Timely Steps

First, trust grows slowly over time. The unit of time that business leaders orient to must be expanded beyond the quarterly 'expedient present.'

Second, trust accrues when people feel understood. Showing understanding means more than merely rational (e) explaining. Corporatese is obfuscating. Plain talk demonstrates understanding.

Thirdly, trust comes from a shared past, a collaborative present and a co-authored future where mutual self-expansion is the goal. Secrets, and behind the scene maneuverings, corrode trust. Narratives that give voice to our deepest selves must supplant clichés and linear propositions.

Fourth, access encourages trust, even when it means acknowledging mistakes. Here social networking may help. Facebook could be used by corporate executives to allow some business-decision dynamics - and even some personal information - to become "public." Two-way communications must be encouraged.

Cognitive Reforms and Vitality

Furthermore, earning back the trust of the American people requires a wider cognitive vision from business leaders, which need not be based on altruism. It can be meaningfully based on a re-cognition of the nature of *vitality*.

When people feel their authenticity has been respected, they feel more optimistic, self-responsible, and social. They feel "bigger" when connected to something larger than themselves. A sense of "me" and "you" are one is cultivated, such that a relationship can grow.

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1. SOCIETY, NOT JUST MARKETS

Markets imply mechanistic models where human dynamics get short shrift. Society is an amalgam given rise by the human commerce of emotion, belief and belonging.

2. QUALITY OF LIFE, NOT JUST INCOME

Money is great; having a lot is a way of defining self-worth, but money can't buy happiness, friendship or love - things of true value.

3. REASONABLENESS, NOT JUST EXTREMISM

People need a human sense of scale; human investment strategies must take into account biography, persona and local contingencies."

4. AUTHENTICITY, NOT JUST PERFORMANCE

People attach to products, ideas or people that provide a venue to express their self-identities. A real performance is always more effective than acting.

5. CONNECTEDNESS, NOT JUST INDIVIDUALISM

Given the complexity and conflicts of the world, we need to transcend our individual identity without negating it and to recognize the fundamental idea that 'The Other' resides in us too.

If companies can forge a genuine sense of relatedness with the public - The Other - the public will give them the benefit of the doubt. America must develop a culture of community in which the individual and the group can thrive. Only in that way, can America live up to the idea of "WE, the people."

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"Sex Appeal"

Men and Women are Loyal to Different Things

by Dr. Bob Deutsch, Brain Sells



IN MY WORK AS A COGNITIVE ANTHROPOLOGIST I STUDY HOW the mind works, how people "make meaning," how people form attachments and loyalties to things, how people make decisions. Decisions like how to select what to invest in, whether products or mates; why and under what conditions, people prefer Coke over Pepsi (or vice versa), Charmin over Cottonelle; why a person goes for one type of reward and not another; why a person believes in one God over another.

In that search I have inadvertently uncovered something about *viva la difference*: WOMEN CYCLE, MEN CONSUM-MATE. Marketers need to understand the implications of this difference to maximize customer engagement and commitment.

The male is oriented to the present, the concrete, the visual, the "hit," the win, the "me." Evolutionarily speaking, the male must bring home the bacon. No Dilly-Dallying. No excuses. The male is in the immediate, the "now".

The female is oriented to the conceptual, to underlying dynamics, to the relationship between things, and to stability over the long-term. The female understands and sees patterns over time.

Males and females both think of themselves as pragmatic, and pragmatism is intimately tied to loyalty. However, a man and a woman are pragmatic in completely different ways.

Males act and say things like: "You've got to act, you can't wait too long." "You must know how to look at the environment, know what the data and specs mean. Then pounce." "My goal is feeling powerful and getting peoples' attention."

Females act and say things like: "It takes time to have things in order." "I want to feel good about where I am and what I've done."

"My goal is continuity, building positive relationships, and establishing long-term stability."

For example, a Seattle couple that started a small business together has different ideas about inventory. Wife: "I live to reinvest in inventory when I have cash, so I can buy stuff off-season and sell it next year at a bigger profit. I also like to have inventory just as a customer service." Husband: "Get rid of inventory as fast as possible."

Males and females both think of themselves as pragmatic, and pragmatism is intimately tied to loyalty. However, a man and a woman are pragmatic in completely different ways.

In general, the two genders have different ways of perceiving time, causality and power.

FEMALES WANT TO UNDERSTAND THINGS AND WANT TO BE UNDERSTOOD. MALES ARE more focused on explanation.

Explanation entails seeing the world as governed by finite laws that humankind can direct through successive approximations. Understanding requires comprehending meaning from the inside out, in its unfolding. To understand, the world can't be approached from solely an intellectual stance.

In general, the two genders have different ways of perceiving time, causality and power. This implies six strategic principles to consider when designing offerings to increase customer engagement. For each principle, males and females fall to diametrically opposite ends of a continuum:

PATTERN OR POINT. Women are intrinsically inclined to perceive more than the metric of a product attribute or an instance in time; they appreciate the underlying pattern (idea) that gives rise to the fleeting moment. Men look for and want explicit things that they can act on and display, now.

UNDERLYING AUTHENTICITY OR IMMEDIATE APPEARANCE. For men and women, biography (B), persona (P), and current contingency (CA) must all be factored in to evaluating what is rewarding. For woman the sequence of these priorities is B, P, CA. For men it's just the opposite: CA, P, B.

QUALITY OR QUANTITY. For women, bigger and more is not necessarily better; rather, a steady build is more compelling than an large, impulsive but short-lived response. For men, size matters.

CONNECTEDNESS OR INDIVIDUALITY. Females prefer that communality supplant personal dominance; women appreciate the idea that we are all bound together. Men like to display their individual prowess and win; that's success for the male.

SOCIETY OR MARKETS. To women, numbers are not people; people have personal feelings and social intentions, and this is what society is comprised of. Numbers are mere abstractions. Males relate to markets as numbers because they can be counted and the "goodies" duly noted.

RELATIVITY OR ABSOLUTISM. Women tend to recognize that almost all issues have grays, and exaggerations to one side or the other only cover-up the reality of subtlety and nuance. Males like to paint things in clear, black-and-white terms.

Male: Do what you set out to do and finish the job. Female: Evolve.

Male: Achieve. Female: Experience.

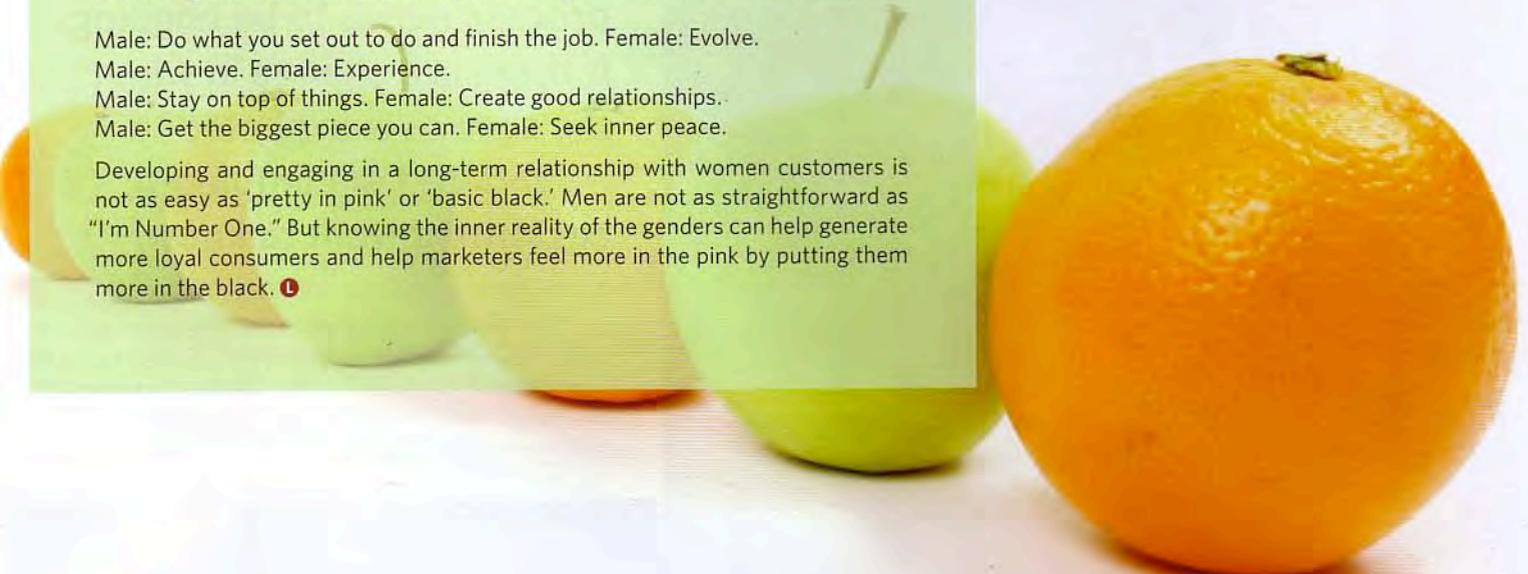
Male: Stay on top of things. Female: Create good relationships.

Male: Get the biggest piece you can. Female: Seek inner peace.

Developing and engaging in a long-term relationship with women customers is not as easy as 'pretty in pink' or 'basic black.' Men are not as straightforward as "I'm Number One." But knowing the inner reality of the genders can help generate more loyal consumers and help marketers feel more in the pink by putting them more in the black. 



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THE EXPERT'S OPINION

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Marketing to Happiness

A product should reflect the user's identity, says Dr. Bob Deutsch of Brain-Sells.



**By Dr. Bob Deutsch
Brain-Sells**

Happiness is a hot topic these days. Scholars have recently noted some non-intuitive dynamics as to what makes people happy, and, of course, Americans are always in the pursuit of happiness.

Marketers rarely, if ever, talk about happiness directly, but in designing digital offerings that promise an "experience," or when focused on building customer relationships, the covert subtext of most advertising should be the creation of the feeling of happiness.

Must-Have vs. Want

A complication usually arises, though, when advertising creative meets the CMO's meat-grinder that tends to delimit brand into tomorrow's sales' numbers. Perhaps one way out of this dilemma is for marketers to note the difference—emotionally, experientially and cognitively—between consumers' must-ing and wanting.

When a person is on the prowl for a specific item they must have—say, a classic black dress, a box of tampons or their brand of after-shave, the consummation of a "must" produces the feeling of relief.

A very different emotional experience derives from something you want but meet up with unexpectedly. This buying situation gives rise to satisfaction.

Relief (minimizing loss) and satisfaction (maximizing gain) are experienced differently and are, in fact, represented by different neurological activity patterns.

If I like a product and buy it because its attributes meet my interests, I can be relieved to have it. If I feel a product reflects my identity and expands its latent expressions of self, a certain relationship develops with that product. It is that relationship that makes me happy.

People feel happy not when a product or a store demonstrates an understanding of the consumer as a purchasing process, but when it authentically displays it understands who the consumer is as a person.

Understanding of a person as an identity is different than explaining them as a consumer. At best the former generates "liking" while the latter establishes "attachment." I can like a transaction but I am happiest in a relationship.

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Dr. Bob Deutsch is a cognitive anthropologist and founder of the consulting firm, Brain Sells, a strategic branding and communications consultancy based in Boston, MA. Email: dr.bob@brain-sells.com, Cell: 917-215-4800

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Commentary

The Story Of Self-Identity

Bob Deutsch, Jun 18, 2010 05:00 AM

Even as we pull out of the economic downturn, many people are still curtailing spending because a new meaning of "value" is taking hold. This shift is particularly prominent among what we call the "Post-88s" -- females, age 22 and under -- who have grown up with social media. Their story of self-identity and its impact on value is so distinct from the older half of the Gen Y population that they can no longer be considered as one market.

Count the Post-88s at the head of the pack when it comes to seeking to discover and express more of their true identity. For them to approve a product, it must reflect and expand these young women's sense of authenticity. Everything else is simply lost in translation.

Internet, a collection of tools to expand self

While marketers regard the Internet as a sales tool, young women see it as a collection of tools to help them expand their sense of self. Social networks have provided them a way to find like-minded others, peers, who validate their identity and its idiosyncratic displays, even though it may be different than the norm.

Young women are no longer forced to subvert their inner truths to accommodate man-made, mass-media fantasies and expectations. The online experience has given young females permission to talk among themselves. Their access to validation, alternative viewpoints and support has expanded from local to global. They have at last been freed from consensually agreed-upon, mass-produced versions of reality.

All the musts, oughts and shoulds these females have been pressured by have been torn asunder by social media. All the superficial, sliced-and-diced definitions of gender, sexiness, fashion, style and design have become irrelevant. In the face of such notions, they are shouting, "That's not right for *me*."

There is also an irony operating; the silver-lining to online is that without the intrusion of the body that inevitably gets in the way in face-to-face interactions, these young females are freer to explore their identities, beliefs and attachments. They establish a sense of self far beyond looks, economic standing, race or what brand of handbag they prefer.

Marketers must discover new truths

To be successful tomorrow, marketers today must stop manufacturing and start discovering the needs and desires of the Post-88 female.

What is femaleness? What does it mean to want to be a girl? What does it mean to be comfortable being a young adult female? What is sexy to a girl? What does it mean to be true to oneself? Certainly the answers will not be found devoting one's life to the pursuit of the perfect body,

perfect hair, the perfect man and the perfect house -- at least how marketers define "perfect" today. The post-1988 female knows these traditional pursuits do not necessarily lead to happiness.

The new complexity requires understanding how the Post-88 female rides the cusp between silly and serious; sexy and smart; pretty and powerful.

For example, make-up usage is now not usually put on to produce perfection, and cosmetics are best not signified and aspirationally portrayed by the mass acclaimed celebrity. Brittany or Cameron is not the base coin of the young female. Make-up to them is more fun and playful, as opposed to satisfying any pre-conceived ideal.

A similar dynamic is at work in what these Post-88s want from their smartphones: function *and* fun. And as far as business dress, the question is, what to wear when a suit doesn't suit you?

Other product domains should also take heed. Even for the younger female, toys need not only to be cute, but also penetrating. For the older, young adult, who for the first time might be furnishing an apartment, almost all of the furniture in her price range seems over-processed, instead of allowing for discovering one's "look." It's not "new" and "more" that these girls are looking for as much as it is expressing themselves in the design of their environment, both self and sofa with a patina that gets better with age.

The Post-88 female wants to feel good about her choices, existential or mundane. If marketers want to increase the return on investment for their product development and advertising dollars, they will have to understand the identities of what this young adult calls "me."

To create products that are not yet on the shelves that girls will approve of calls for a deeper understanding of this population than designers and marketers now exhibit. Every product aimed at the Post-1988 female will have to demonstrate to these girls that "I get you." Only then will the girls commit.

The "Post-1988" who came of age at the dawn of social media want what makes her more of her and makes her female. She wants "me-as-me," as an individual and as a way to belong. She'll buy into that with her increasing purchasing power.

Marketers, It's Time to Move Beyond Interest to Understanding Identity

by Dr. Bob Deutsch

Finally, marketers are acknowledging the necessity of listening to consumers - aka "people" - and brands are adjusting to the social networked environment by opening conversations. Market researchers cannot ignore these developments since they dictate the necessity of understanding peoples' identities, not only their interests.

We Are People, Not Data Points - See Us Live

Times of societal stress demand that marketers comprehend the authentic experience of individuals' personal worlds, which includes one's illogical preferences, innocent desires, messy assumptions, and untested deductions. The key to making a successful transition will be found in focusing on the changing ethos; in short, taking note of what tongues are saying,

This emotional-cognitive progression is ceaselessly informed by the development of one's self-identity, which underlies their unconscious purchase calculus. Understanding this process entails a shift in perspective from seeing consumers as data points to valuing consumers as people. Traditional attitude and usage studies, surveys and focus groups, are not adequate to the task.

Identities - Moving Beyond Interests

Traditional methods of inquiry that focus on product attributes often catch the superficial, top-of-mind impulses. But to succeed, brands must fit into peoples' lives, rather than the other way round. So let's focus there.

People buy into things that fit their personal brand of meaning. The core task of marketing is, therefore, to entrain peoples' emotional based logic that shapes self-identity and product-identity, into narrative. That force wins sales and boosts profits.

Brand is that spasm of sentiment - illogical, immediate, and rock-solid - that convulses us when we perceive a product as a venue to manifest our latent selves; brand is about what people wish to become, i.e. Just Do It, not what they are.

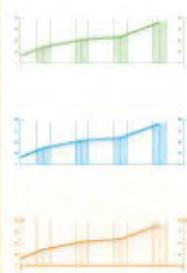
A critical implication for marketers is the need to understand peoples' identities, not just interests. Satisfying consumer needs is but commodity, not brand. Marketers should not waste time asking what people like, need or want. They will do better to discover who these people are.

Hearing, Not Just Listening. Seeing, Not Just Watching

Listening for identities requires the skills of a "loving Interrogator" into the process by which people make meaning, justify it, and author a vision of their future selves. To elicit peoples' "self-stories" requires establishing an environment in which people can live at the level of "themselves as an idea." This demands skills beyond the moderator in terms of the questioner's subjectivity and courage. As Samuel Beckett said, "let peoples' words do what they want to do and do what they have to do."

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Within this stance, peoples' words are heard from several perspectives: as outward communications, as self-talk, and as shadow (what is talked about is more than what is said). Recurrences and derailments of logic in self-narratives provide critical information that people should be held accountable for if we hope to reveal what they will give up and what they will hold fast to.

This is not psychotherapy, demographics or personalities. This approach exposes the cognitive zigzags of mind that lead to the formation of beliefs and attachments. This is the currency of marketing since people are at their core pattern, symbol and metaphor makers, makers of meaning and storytellers.

The Grand Narrative Leads To ROI

Once self-stories about I and their world are understood, the analytical task is to locate the "core metaphor and mythology" that composes the "grand narrative." Such a report from the interior represents a primordial expression that embodies folk dreams as well as one's fears. Such analysis can produce ideas that balance poetic abstraction with mundane specificity, a story well honed and vivid, that may be called an exercise in "spontaneous craftsmanship."

The goal is the unexpected insight into how our internal emotional dialog connects to the outside tangle of societal structures. In other words, we need to find in each subject the cultural detritus of ALL minds, the controlling cultural ideas that exist in everyone's mind.

From such deep insights can arise potent communication plans that have the maximum chance of increasing ROI, as it is here that marketers can tap the primal structure of the authentic human experience.

When it all works, marketers can create - a message, a campaign, content, multi-platform strategies, etc. - that lodge indelibly into peoples' lives so that even when they do not think about it, their existence resonates.

Whether Campbell's or Hermes, this act is required of all market leaders, of any corporation that seeks to profit through brand magic.

The Author



Dr. Bob Deutsch is a cognitive anthropologist, founder and president of Brain Sells, a strategic branding and communications consultancy.

Visit www.brain-sells.com/ for additional information.

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Ads Should Help Folks Have Fun

Fun and happiness, partly because of their scarcity, are hot topics

Aug 3, 2010

-By Bob Deutsch

Fun and happiness, partly because of their scarcity, are hot topics. Today life is hard, in new ways. In addition to the economic downturn, people experience life as TOO fast, TOO complex and TOO competitive. Everyone is rushed. Everyone is pulled in many directions.

This hardness of life can all too often push away the experience of fun and happiness. But people want some fun in their lives. And, of course, Americans are always in pursuit of happiness.

When folks are having fun they feel they can let their hair down and put aside their inhibitions. Marketers rarely talk about fun directly, but in designing digital offerings that promise an "experience," or when focused on building customer relationships, the covert subtext of most advertising should be aimed at creating the feeling of fun.

As a cognitive anthropologist working in marketing and consumer decision making, I recently completed three projects -- for a cruise line, a sporting goods line and a refreshment beverage -- that uncovered some key aspects about peoples' experience of fun.

FIVE FACETS OF FUN

1. New. A key word in the experience of fun is "new." People often have fun when having new experiences, learning new things, meeting new people.
2. Going beyond expectation. To have fun requires going beyond the routine or familiar, to meet what people call "something extra." Surprise (something new) and the unexpected (something not habitual) contribute to a feeling of the non-ordinary.
3. Feeling open. To have fun people need a sense of "becoming," wherein nothing is pre-scripted and the end is unknown at the beginning; here there is an unfolding and an exploration.
4. No. Fun often requires the absence of things. In

this case, no analyzing, doubting, pressure to conform, pretense, restrictions, judgment.

5. Freedom. Choice and independence are undercurrents of fun. People interpret this as doing what one wants, when one wants, and doing it at one's own pace ("finding your own rhythm"), without any external demands. This is often called "me time," which people now deem a luxury.

The surprising primary constituent of fun is feeling understood.

Relief (minimizing loss) and satisfaction (maximizing gain) are experienced differently and are, in fact, represented by different neurological activity patterns.

If I like a product or an activity and buy (or pursue) it because its attributes meet my interests, I can be relieved to have it. However, if I feel that having a product or engaging in an activity reflects my identity and expands my latent expressions of self, a certain relationship develops with that product, brand or activity. It is that relationship that makes me happy and that I experience as fun.

People feel happy not when a product or a store demonstrates an understanding of the consumer as a purchasing process, but when the marketer authentically displays an understanding of who the consumer is *as a person*.

Understanding a person as an identity is different than explaining him or her as a consumer, as a demographic unit. At best the former generates "liking" while the latter establishes "attachment." While I can like a transaction, I am happiest in a

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relationship when having fun.

In a relationship, people talk about feeling "truly alive," of "turning on a different brain." This can only occur when marketers seek not only to make magic, but to make magic fun.

Fun is a magical thing. You can find the "YOU" in fun. People are intrinsically drawn to such an experience.

So come on marketers, think "fun" and people will follow your brand more often.

Bob Deutsch is a cognitive anthropologist and founder of the consulting firm Brain Sells. He can be reached at dr.bob@brain-sells.com.

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OPINIONS - 25 Aug 2010 - by Robert Deutsch - by Robert Deutsch

Luxury products or luxury experiences? Let me tell you a story...



Dr. Bob Deutsch, founder of the brand consulting firm, Brain Sells, probes the psychological power of luxury

Recently there have been a number of newspaper and magazine articles about high-net-worth individuals seeking exclusive, exotic and thrill-seeking vacations. Luxury marketers should pay close attention to such reports because they imply two related and important facts about luxury in general:

1. Extraordinary experiences yield incredible stories (let alone, memories); and
2. Having incredible stories is the enduring luxury.

Obviously, you don't have to put yourself at risk in some far-away land to experience luxury. The question for luxury marketers is, what engenders "extraordinary experiences?"

When people describe an activity or acquisition accordingly, what they mean is that the experience is felt as something deeply personal. In part, this feeling follows when the end-state of an experience is not known at the beginning; when

surprise – the experience of something new – is possible; and when an encounter is not perceived as scripted or routine, not generic or homogeneous. When these conditions are met, people tend to experience an intensity and variety of feelings that go beyond their familiar, yet “fits” them. As a result they realize something latent in themselves that has now been made more manifest, and real.

This actually is brand, that spasm of sentiment – illogical, immediate, and rock-solid – that convulses within us when we perceive a product as a venue for manifesting our latent selves. Luxury branding is not just about display, competition and comfort. It’s about the personal exclusivity that comes from expansion of one’s self-identity. Luxury experiences help to craft a “new me.”

With this new me comes new stories, and because identities are best understood through one’s stories, people perceive you differently. Furthermore, the better stories you have collected the more attention you garner from others. Stories have many tentacles.

Noteworthy, too, is evidence from new brain scan studies showing that when one person tells a story and the other person actively listens, their brainwaves actually begin to synchronize in agreement. This makes stories not only important to luxury consumers, but also to luxury marketers and salespeople – online and in-store.

For example, a person’s sense of time, and its relation to one’s sensitivity to sensual experience, are critical to their appreciation of luxury. Therefore, luxury marketers should focus on three initiatives:

1. Their stores or website layouts and product displays must be designed to slow the perception of time, to increase a customer’s intensity and persistence of focus, and to excite the imagination.
2. Product presentations should be as artfully rendered as are the luxury items produced by artisans. This entails “conversational abilities” on the part of salespeople to co-author a narrative that intertwines the product story with the customer’s story so the two become metaphorically merged. This, of course, is harder to do on-line than in-store, but still can be supported by expert design of the digital space.
3. Presently, a great deal of attention is being paid to in-store and website design that enables the consumer to experience the particular luxury brand represented. This marketing goal is slightly misplaced. The big payoff comes not when the brand and its referents are the end-point, but when the offering is perceived as a venue for a person’s own sense of self-expansion. The luxury product is but a means to an end.

When the luxury consumer’s shopping experience is as luxurious as the product itself, the brand is enhanced, the probability of sale heightened, and an increase in the number of items a consumer purchases per visit is maximized. That’s a story all luxury marketers can happily live with.

Bob Deutsch

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12 Ways to Recognize an Innovative Corporation

Submitted by [Blogging Innovation](#) on August 6, 2010 – 12:01 am [2 Comments](#)

by **Dr. Bob Deutsch**

holding

“We are all made of stardust, the same particles that make up the stars.”

- Richard Feynman, Nobel prize-winning physicist



Creativity and innovation are critical to corporations if they are going to react successfully to the economic downturn and craft a new future of expansion and opportunity. This is as true of a corporation’s strategy development as much as it is true for its product development. This is as true for how a company thinks about itself and its internal environment as much as how it conceives of the world in which it sells its wares. Now is the time to bring conventional wisdoms about business, brands, and consumers under conscious review. Recognizing and rewarding creativity is the only way forward.

Content aside, the cognitive processes creative people engage in to create their own brand of meaning are common across culture, hierarchy and situational circumstance. Story-making and metaphor-making are among the most critical processes attendant to how creative people interpret, make decisions and are moved to action.

Some bakers, bankers, candlestick makers, cosmologists, prime ministers and presidents, scientists and salespeople, dishwashers and drummers, policy-makers and painters have creativity in their minds and in their blood. Some don’t. An important responsibility of corporate executives is to identify, encourage and reward the “corporate creative.”

WHAT UNDERLIES CREATIVITY?

Creativity is living at that burning point of ‘becoming’ where what one does and who one is merge into a

single intention of curiosity, exploration and discovery. The quest is perhaps best defined by Plato's definition of an idea: to find the underlying pattern behind the surface manifestation of things. Whether the medium is a painter's canvas or a corporate strategist's spreadsheet, creativity functions to move others to experience the world and their world in a new way. That is art.

1. Curiosity

Curiosity implies a certain respect for how things really are, not just standing pat on what one hopes things to be or assumes they are. The gist, the cliché, the stereotype, the business-as-usual stance is the enemy of curiosity. Creativity is where particularities reign over generalities. Creatives in industry or the arts have the persistence (and this persistence requires courage) to make the time to bore into "the real" and wait for it to reveal its authenticity. Creatives in industry and the arts are like surgeons without surgical gloves, who have to "touch" the guts and blood of human feeling and longing and plotting.

Vaclav Havel, the playwright and politician, provides an instructive example. Speaking to a joint session of Congress after he became the Czech president, Havel reflected on what the world needs. He described it as "understanding over explanation." He suggested we cease seeing the world as governed by finite laws that humankind can direct through rational thinking. His was a rejection of the idea that all things can be grasped objectively by successive approximation. Havel was advocating a need to comprehend meaning from the inside out, in its specific unfolding.

Curiosity, exploration and discovery, of course, presume some prerequisites.

2. Self-Knowledge

The blossoming of creativity and curiosity in a commercial environment requires a person who has found a place in the world of work that enables him (or her) to pursue in a business context that which is his true nature and true interest. This (potential) employee with self-knowledge must then meet: (1) a corporate hiring practice that attends to selecting people (and assessing people) for how their self-story fits with and evolves along with the corporate story, and (2) an executive cadre that encourages and rewards creativity. When all of this occurs, success and loyalty will follow, while monetary reward is a different (although still important) consideration for longevity.

3. Interdisciplinary Experience

To be applied creatively, self-knowledge and domain expertise requires having many experiences and many different kinds of experiences. In addition to expertise in one area, familiarity with two disciplines is better than one. Ease with two cultures is better than one. Of course, reading the works of great writers is also one of the many ways people can immerse themselves in alternative worlds. Cross-fertilization between various fields/worlds of experience, for example, allows one to abstract differences and commonalities, to know better when a difference is a difference that makes a difference. Experiences in different domains also provide greater acuity to see the boundaries of one's own vision. And when creative people with diverse interdisciplinary expertise are brought together, collaboration in pursuit of innovative futures always holds a special promise.

THE COGNITIVE FOUNDATIONS OF CREATIVITY

Apart from self- and domain-knowledge, Corporations can look for creative thinkers who possess certain cognitive proclivities:

4. Sensuality

Creativity requires having access to your own experience of your own experience, not numbing-out or skimming over the top of one's experience. This demands a sensitivity to what one experiences through their senses, from moment-to-moment. A creative person is not a flat-liner, but rather lives life on an emotional roller-coaster, and likes it that way. They want to be aroused.

For a revealing example of this we need to look no further than to one of the greatest scientific minds in human history: Albert Einstein. At a 1945 lecture at Princeton, Einstein described his way of coming to insight: "Words or data as they are logically written or spoken do not seem to play any role in my primary mechanism of thought. The psychical entities that seem to serve as elements in thought are certain signs and images that nonetheless can be voluntarily reproduced and combined. There is, of course, a certain connection between those elements and relevant logical concepts. But these elements themselves are visual and muscular in type, originating from the intuition of the body. It is clear to me that the desire to arrive logically connected concepts can only be a secondary stage, when the associative and emotional play of images is sufficiently established. (my italics added.)

5. Openness

Creativity tacitly assumes that inspirational experiences can come from anywhere at any time and from anyone. Tunnel vision is limiting, as are preconceived notions of where one's attention should be paid. Growth is limited when one exists in a cocoon of the familiar and habitual. Voices, places and situations other than your own are critical grist for the innovation mill. The creative person "goes with" the currents suggested by this openness. He is also the first to immediately present to colleagues an inkling of an idea, even before it has been fully worked out. He is excited and wants feedback.

6. Directed Serendipity

Creativity is a process, not an end result. You might have an initial stance, worldview or plan to begin, but it's not written in concrete and demands flexibility. The creative person is like a billiard ball in the universe, having one's own mass and velocity, but depending on what he bumps into, careens off in different directions in a way that he contributes to but does not wholly define. Then, after some iterations, he meets the next something and his reaction is, 'That makes me think of....' Now he is on to something. Paul McCartney talking about song writing says, "It'll be bad three times, but the fourth time a little bit of inspiration will come and that one little thing will make it good. Then you try another chord and it pulls it all in."

This freedom and flexibility is also seen in how creatives can turn crisis into opportunity. A wonderful example is how during World War II, the famous shoemaker, Salvatore Ferragamo, having incurred a shortage in critical supplies and materials, created a method to increase heel strength from old candy wrappers. In other words, a critical part of the creative state of mind is the end is not known at the beginning. (This is in sharp contrast to the typical business meeting where everyone knows where they stand, what they want, what the political possibilities are, and what business-as-usual will dictate.)

7. Blank Sheets

Creatives are intrinsically inclined to put aside dogma, convention, and tradition. They like first to start with the basics, as if never having heard the present problem before. The least creative is the one who thinks, I've met this problem before and I dealt with it in such-and-such way, so we'll do that again, today. Blank

sheets essentially means that all assumptions and definitions are “on the table.”

8. Problem Structuring (Before Problem Solving)

Creatives give themselves leeway to bound and segment a problem. They also respect the creative process and do not succumb to external, arbitrary pressures. They do not worry about being wrong (yet), and want to get it RIGHT! Problem structuring entails having more questions than answers and being playful when framing approaches to problems.

9. Subjectivity (Over Objectivity)

Creatives know that objectivity is a false ideal. It’s not that they have an agenda. In fact, their only agenda is discovery. Oliver Sachs, the eminent neuroscientist and author reflects this idea in the context of considering a medical diagnosis. “A clinical diagnosis indicates only a confluence of certain characteristic symptoms or signs or behaviors – a syndrome – but not the actual disease process that causes the syndrome, nor apprehends the experience of the disease by a patient.” Put another way, one can say that what creatives do is live the experience they are focusing on and in doing so, turn data (description and classification) into memory, and memory into blood (see Rilke’s poem, Blood Memory). Corporations should not try to squelch this drama, but harness it in the service of the company. Corporate Creatives transform information by passing it through the sieve of their accumulated experience and recognition of current circumstance to generate an enlightened situation assessment or idea.

10. Flow

Creatives thrive on being in flow – they like to let the creative process “cook,” and go with it: they don’t try to control it. They also exist in the “middle” of it. Mark Morris, considered by many to be the most creative modern dance choreographer living, likes being in the middle. He is said to have a habit of standing inside a dance as he creates it. This is different from what most choreographers do. They devise the steps from the front, facing the dancers. When steps are made from the inside, the primary concern will be for how they feel on the body. When they are created from outside, the main care will be for the picture they make — how they will look to an audience. Morris is famous for the visceral quality of his dances — the fact that they are fleshy, muscular, you can feel them on your own body — which is surely due in part to his habit of choreographing from inside.

11. Stories

Creatives think in story form. Stories have a relational structure that connects plot, character, circumstance, and progress or change. Creatives don’t relate to data as points, but rather look at relationships between data points. This helps them deal with complexity. Creatives with domain knowledge and self knowledge can structure a problem into multi-dimensions with the attendant relations between dimensions such that ideas arise regarding underlying patterns and principles, as well as inferences about non-linear causality. People with less constitutional and cognitive wherewithal attend to isolated data points while adhering to isolated rules.

True creatives move from models of operation to narratives that provide for context sensitivity and themes with variations, and then, finally, to meta-stories (stories about stories). This transformation of data into narrative is critical for creatives. Remember, Peter Pan’s desire to go back to Never-Never Land was motivated to help the “Lost Boys” – the boys who had no stories.

12. Metaphorical Thinking

Gregory Bateson, biologist and systems theorist, said, “Logic is a very elegant tool, but logic alone won’t quite do... because that whole fabric of living things is not put together by logic.... Metaphor is right at the bottom of being alive. ” Metaphor-making is one of the foremost capabilities of the human mind and forms a critical basis of creative thinking. Metaphor literally means “to transport.”

In terms of thinking, metaphor allows one to play a kind of cognitive trick on oneself. I know “Thing 1” and I don’t know “Thing 2” very well, so I’ll “move” Thing 2 over to Thing 1 and call it Thing 1. This transport instigates a cognitive leap from what is to what can be. This frees one from the confines of the literal here-and-now so metaphor can be deployed in the service of future scenarios. Metaphor gives the creative a kind of elbow room to play with ideas and to put things together that usually don’t go together. Moreover, what’s admissible as input to the metaphor-making process is often itself seemingly off-topic information. I recently heard a story about an astrophysicist who, being stuck at an impasse with a certain problem freed himself from it, when, having dinner out with his wife, as he filleted his own grilled branzino and seeing that perfect skeleton extracted from the flesh of the fish, had an insight about symmetry and anti-symmetry. The mind is indeed a wondrous thing.

When creatives are creating they are living in a childlike (not childish) sense of delight, and their vitality is contagious. Daniel Libeskind, the renowned architect said, “You can’t construct a building – or anything for that matter – without optimism.” Creatives are without cynicism. It’s fun when your “doing” equals your “being”, when you are in full career of expressing and exploring the authenticity of human nature, your own nature, and the nature of things. It’s grand. As Wynton Marsalis said, “The world is perfect when you’re playing.” For the corporation who recognizes and cultivates the Corporate Creative, more good things happen.

(One thing the reader has probably already noticed is that many of the aforementioned qualities mutually support each other. Subjectivity, Flow, and Stories help each other out, as does metaphor-making, openness, and sensuality. These qualities are all in creative interaction, operating like a hologram — from any part you can reconstruct the whole. That’s the nature of creativity itself.)

THE ART OF BUSINESS

A subtext of this writing has been to show an affinity between art and business, or more to the point, to show that art and business – as reflected in creativity — stem from the same cognitive root.

Business is part of the stream of culture, and does not just run astride of culture. The question also arises, for example, is a performer a product or a producer of a product, or both? Is, say, Sting, a product or a producer of songs? And do not art and commerce share the same goal: to go beyond the familiar, to “cure” people of the status quo? The continuum is circular and seamless: fine art, art, the arts, pop culture, business, culture.

Perhaps it is fitting to end with a quote from a world-class artist, Mikhail Baryshnikov:

“When a dancer comes onstage, he is not just a blank slate that the choreographer has written on. Behind him he has all the decisions he has made in life...Each time, he has chosen, and in what he is onstage you see the result of those choices. You are looking at the person he is, the person who, at that point, he cannot help be. The soloist is a person with an attitude towards life, a kind of quest, and an internal quality. They know who they are, and they show this to you, willingly.”

That knowledge of Self, and the power to make it register, is what, like the solo performer, should set the corporate creative – and his corporation – apart.

Creatives don't settle for the way things are. Instead, they...

1. Have the creative expertise to find what is “true” and to give voice to that truth.
2. Then know how to proceed forward.
3. Have a commitment to that path (because sometimes the world will organize against “the new”).
4. Have the courage to fight the battle (when they think the battle is worth fighting).
5. Keep listening. Recalibrate the familiar. Go on to the next “true.”

This is what all corporations should be in the business of producing: Corporate Creatives, who compose expert blends of reasoning, planning and imagination. Then everyone will prosper, company and citizenry alike.

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Dr. Bob Deutsch is a cognitive anthropologist who has worked in the primeval forest studying pre-literate tribal leaders, as well as operating as a participant-observer in “war rooms” on Pennsylvania and Madison Avenues. He is president and founder of the consulting firm, [Brain Sells](#).

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I just can't add any words to it – awesome!

... and times are more right for the creative minds than ever before. The world is so complex (at least we have a chance to see it nowadays) and change