

# TRUE COLOURS

Growing brands by connecting with deeper human motivations



# TRUE COLOURS

Growing brands by connecting with deeper human motivations



# STARTING FROM A DIFFERENT PLACE

Brand 'owners' have realised that they no longer control the dialogue with the people who buy their products: the consumer does. We used to ask "How can I break through and be heard?" But now it is very easy for people to avoid brands if they want to. A more relevant question today is "How can we be invited in?". To answer this, we need to start at a different place, not with the product, not even with the brand.

We need to start with the 'TRUE COLOURS' of a person – the human being in all their complex glory – and determine what motivates them to behave as they do. And with that, we can begin the journey to develop products, brands, communication and media which connect best with their motivation. That is what our **CENSYDIAM** approach focuses on: HUMAN MOTIVATIONS.

Motivations are 'the fundamental human desires that drive our behaviour'. Some companies call them need states, others call them emotional drivers, but it boils down to the same thing: we put the 'why' before the 'what' in helping clients to understand and explain the relationship consumers have with brands.

Why is the 'why' so important? Because all companies want to be reassured that the investments they are making are based on a true human need or desire, a need which is fundamental not transient, a need which can be tapped into by new product offerings, ads, promotional offers, and sponsorship. A product or brand which lacks this connection with real human desire will fail to become part of the fabric of someone's life, as there will always be a faster, better or cheaper alternative around the corner.

# A COMPASS TO GUIDE YOU AROUND **HUMAN** MOTIVATIONS



Motivations can be difficult to articulate and therefore strategies based on motivations sometimes feel vague or unclear. Ipsos Censydam has developed a framework which is validated<sup>1</sup> and can help clients understand people's motivations in relation to their brand positioning and communication. We like to think of this as a compass which guides you around the world of human motivations – each motivation has a different position on the compass. The compass is founded upon the theoretical viewpoint and psychological understanding that human beings are driven by two main forces:

a) How we feel in relation to ourselves: **PERSONAL DIMENSION**

› North/South on the compass

There are times when we want to follow our impulses and let ourselves go, and there are times when we feel the need to control these urges and behave. Translated into real life, this is when we give in to the temptation to eat that doughnut, but order a skinny latte with it. We are trying to balance the tension that exists between the two motivations – to indulge or to control. This gives us TWO motivations: **Enjoyment** (North) and **Control** (South).

b) How we feel in relation to others: **SOCIAL DIMENSION**

› East/West on the compass

There are times when we want to be better than other people, to feel superior, to be a leader, and there are times when we want to fit in, be part of the group and be just like everyone else. Translated into real life, this is when some people join a tennis club to be with a group of likeminded people who play for fun, versus others who join because they want to win the tournament at all costs (and are generally bad losers if they don't).

This gives us TWO MORE motivations: **Power** (West) and **Belonging** (East).

The remaining four motivations combine elements of the personal and social: There are times when we want to experience adventure, to test our boundaries and discover new things. In contrast, there are times when we want to withdraw, hide away, and feel safe. Translated into real life, this is when people love to holiday off the beaten track to experience something new, versus others who prefer to return to the same destination year after year. Some may even do both during the course of a year depending on their motivation.

This gives us TWO MORE motivations: **Vitality** (North West) and **Security** (South East).

And finally, there are times when we want others to recognise us for our achievements, for our skills and our knowledge. And at other times, we simply want to share experiences and connect with others. Translated into real life, online communities such as Facebook and Instagram tap into this need to share and connect, whereas setting up your own blog gives you a chance to put your 'expertise' forward and (hopefully) receive positive acknowledgement.

The FINAL TWO motivations are **Recognition** (South West) and **Conviviality** (North East).

The following pages take us around the compass and explains each of the motivations in a little more detail. Namely, what the motivation is all about and more importantly, how brand owners can use it to help develop stronger relationships with their consumers.

---

1 Towards a Better Understanding of Motivational Consumer Behaviour: Cross-validation, Construct Validation and Application of a Psychological Taxonomy of Consumer Motives; N. Geeroms, P. Van Kenhove, H. Hendrickx, University of Ghent, Belgium, 2006.



# ENJOYMENT

Enjoyment is all about maximising the pleasure I get out of life and enjoying myself without worrying about the consequences. I can go a little crazy, overindulge myself and lose all inhibitions. I am spontaneous, follow my instincts and live for the moment. The purpose of consumption is abundance and enjoyment. It is impulsive and sometimes excessive or even manic.

## Me in Enjoyment

We can recognise this need when we turn up the volume while singing along to our favourite song without worrying about our singing 'talent' or what others think of it. When we drink too much on a Friday night and don't worry about the consequences. Or when we indulge ourselves with a whole pack of chocolate and forget about the calories – eating snacks and licking our fingers makes us feel like a child again.

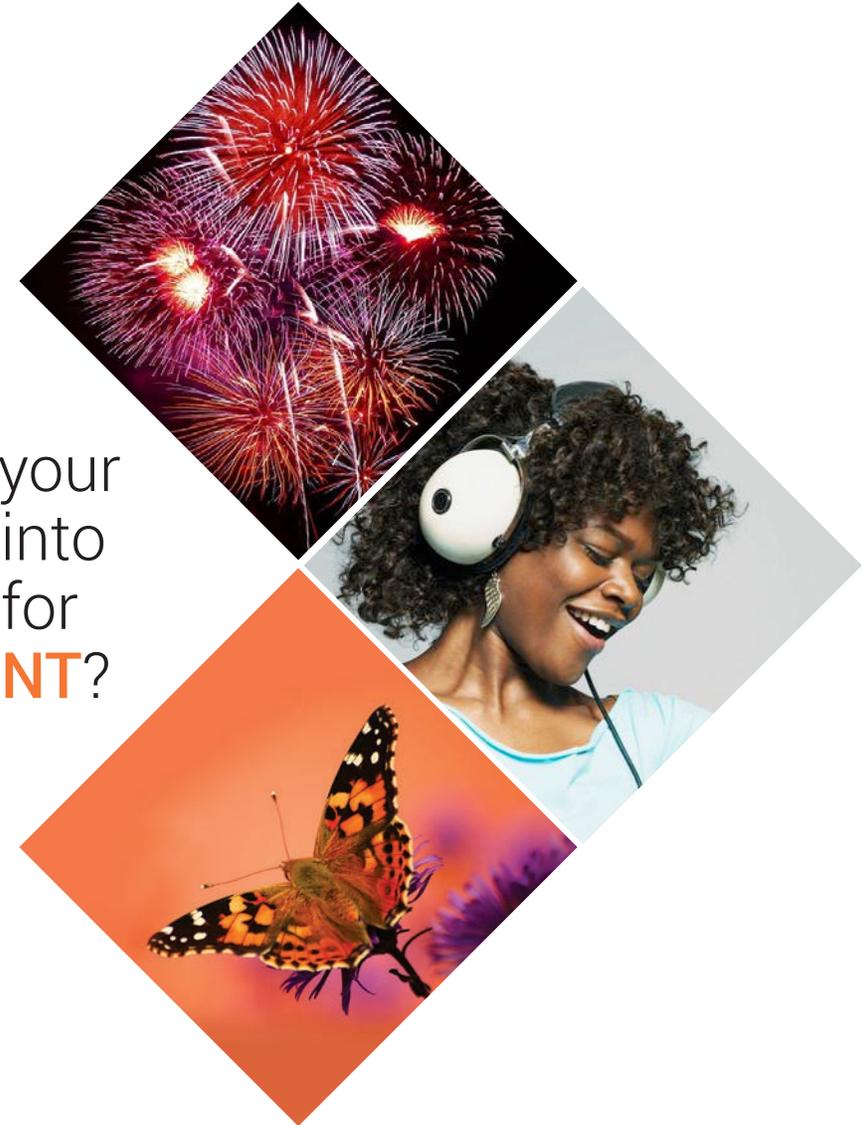
## Enjoyment + Brands - Role

The Enjoyment dimension is important for brands who wish to position themselves as hedonistic and pleasureseeking (or giving), and for brands who want to position themselves in the space of sensuality, sexuality and sensory enjoyment.

## Brand example

For example Fanta is a brand centred around happiness and fun, this is seen in their tagline "More Fanta. Less Serious." The brand is known for its upbeat, playful advertising. For example in one of their ads an orange Fanta bottle is used as a fun way to see everything through the world of Fanta. Fanta also boasts the world's first 'tastable' print ad, meaning you can tear off a piece of the ad and place it into your mouth to get a burst of orange flavour. This taps into the feeling of pleasure and surprise associated with the Enjoyment space. Another example of the fun and jovial nature of the brand is the joke they played on April Fool's Day – Fanta posted a photo of their 'new' green spinach flavour via social media. Hours later they posted "Just a little April Fools' Day fun! What jokes did you play today?"

How does your  
brand tap into  
the need for  
**ENJOYMENT?**





# CONVIVIALITY

Conviviality is all about wanting to be connected with other people. For me, meeting people is a joy. I love having good times with good friends and loved ones. Interacting and sharing experiences means letting go of any differences we might have. It is about opening up emotionally, being romantic or allowing others to be part of your life – on or offline.

## Me in Conviviality

For most women, this will be when they go 'shopping with the girls.' This is also when we go for that drink with a group of close colleagues, order a beer and have a good gossip or moan after work. For mums and dads, it's often when they take their kids to a fast food restaurant (because it's what they love most) to celebrate the end of the week and enjoy a happy mood together. It is also when a teacher encourages his/her pupils to bring in treats to share with their classmates.

## Conviviality + Brands - Role

The Conviviality dimension is important for brands that try to position themselves as enhancers of friendships, as social brands which help to bring people together, and brands which are open, inclusive, and seeking to reflect shared pleasures. It is important for brands who seek to support collaboration with their consumers.

## Brand example

An example of a brand positioned in the Conviviality space is Starbucks. Starbucks prides itself on being about more than just coffee - Every day around the world, millions of people gather at Starbucks, it's not just about the coffee, it's about connecting people face to face. You can see this in their latest global campaign called "Meet me at Starbucks". The ads don't focus on the products, instead they chronicle a day in the life at Starbucks. This is seen through the stories of people who use it as a place to meet and connect for different purposes. Alongside the ad they introduced the instagram hashtag #HowWeMet, where Starbucks encourages users to take photos illustrating how people met. This helps to promote Starbucks as a brand where people forge connections with each other.

How does your  
brand tap into  
the need for  
**CONVIVIALITY?**





# BELONGING

Belonging is all about being surrounded by people who accept me as I am, as an equal and who make me feel welcome. Belonging is about the need to be part of society or a group we really feel part of. Part of this is linked to following norms and traditions just because we are part of that culture or group. It is about togetherness, brotherhood, camaraderie, taking care of others, being taken care of by others, and doing good and feeling good.

## Me in Belonging

This is when the whole family gathers together for a traditional celebration such as Chinese New Year, Christmas, Eid and so on. These are the moments when we make a lovely dinner for friends, join an interest group or celebrate the victory of our favourite football team. But it doesn't only have to be when others are there. It relates to any connection with shared values and like-minded ideas, for example, recycling to be part of the green movement or tracing your family tree.

## Belonging + Brands - Role

Brands that want to tap into this need should focus on support, empathy, care giving and deep, true friendships. They should position themselves as familiar and appealing to a broader audience and tap into those feelings that people get when they feel warm, included and accepted by the people or tribe they are with.

## Brand example

An example of a brand positioned in the Belonging space is Disney. It is a well known family brand. Disney is famed for reinventing the concept of the animated family movie which enabled people of all ages to share an experience and bond. It is a brand aimed at a wide audience - children, their parents, friends and family all over the world. It's a traditional brand whose mission is to 'preserve the magic of childhood'. Through its parks it also creates a happy place where everyone is welcome and 'Dreams Come True'.

How does your  
brand tap into  
the need for  
**BELONGING?**





# SECURITY

Security is about the experience of relaxation, tranquillity and safety. These are the moments one feels the need to retreat and recharge. One is looking for an experience that soothes, comforts and takes away the stresses and strains of hectic daily life. These are the times one withdraws to a physical or mental space that is free from worry and responsibility – an almost childlike state of feeling safe and cared for.

## Me in Security

We all experience these sometimes short-lived and temporary moments, occasionally extended into hours, when we get home from work and need time to wind down. We might choose to pamper ourselves with a spa or massage, or to simply curl up on the sofa to watch a chic flick with a glass of wine and our favourite chocolates.

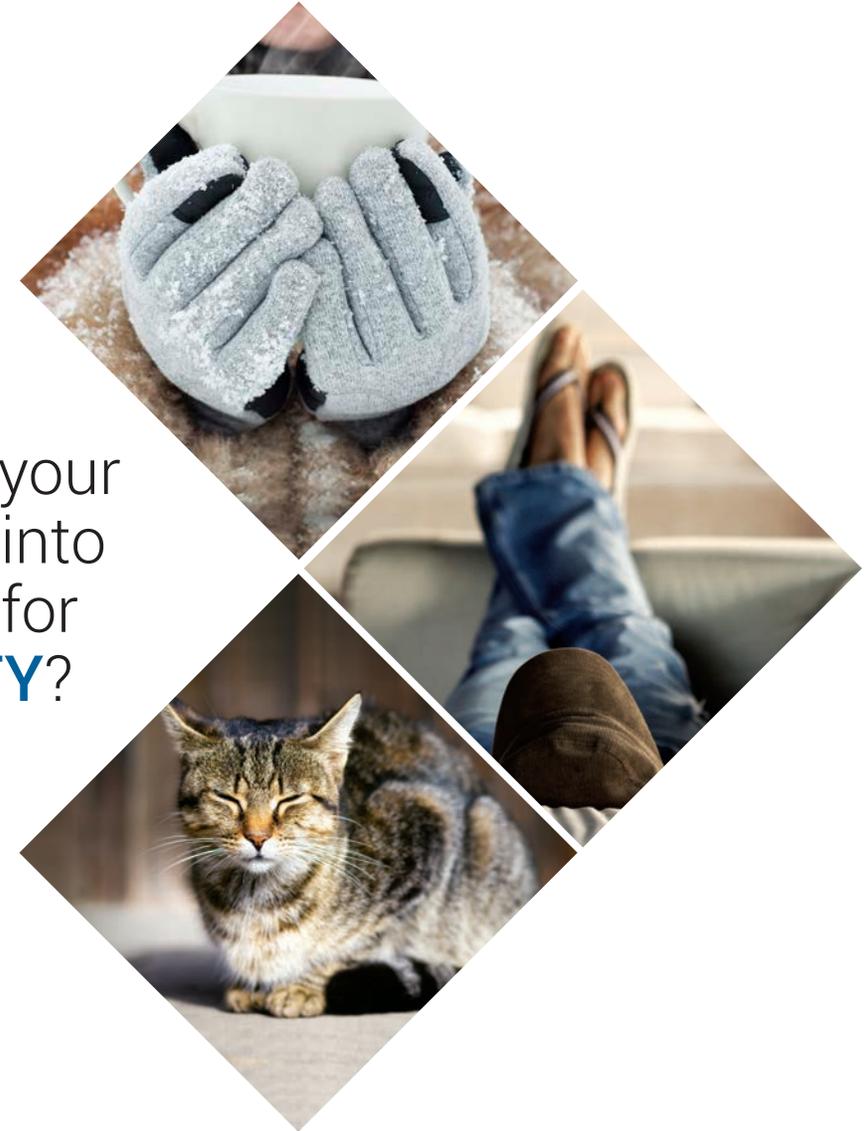
## Security + Brands - Role

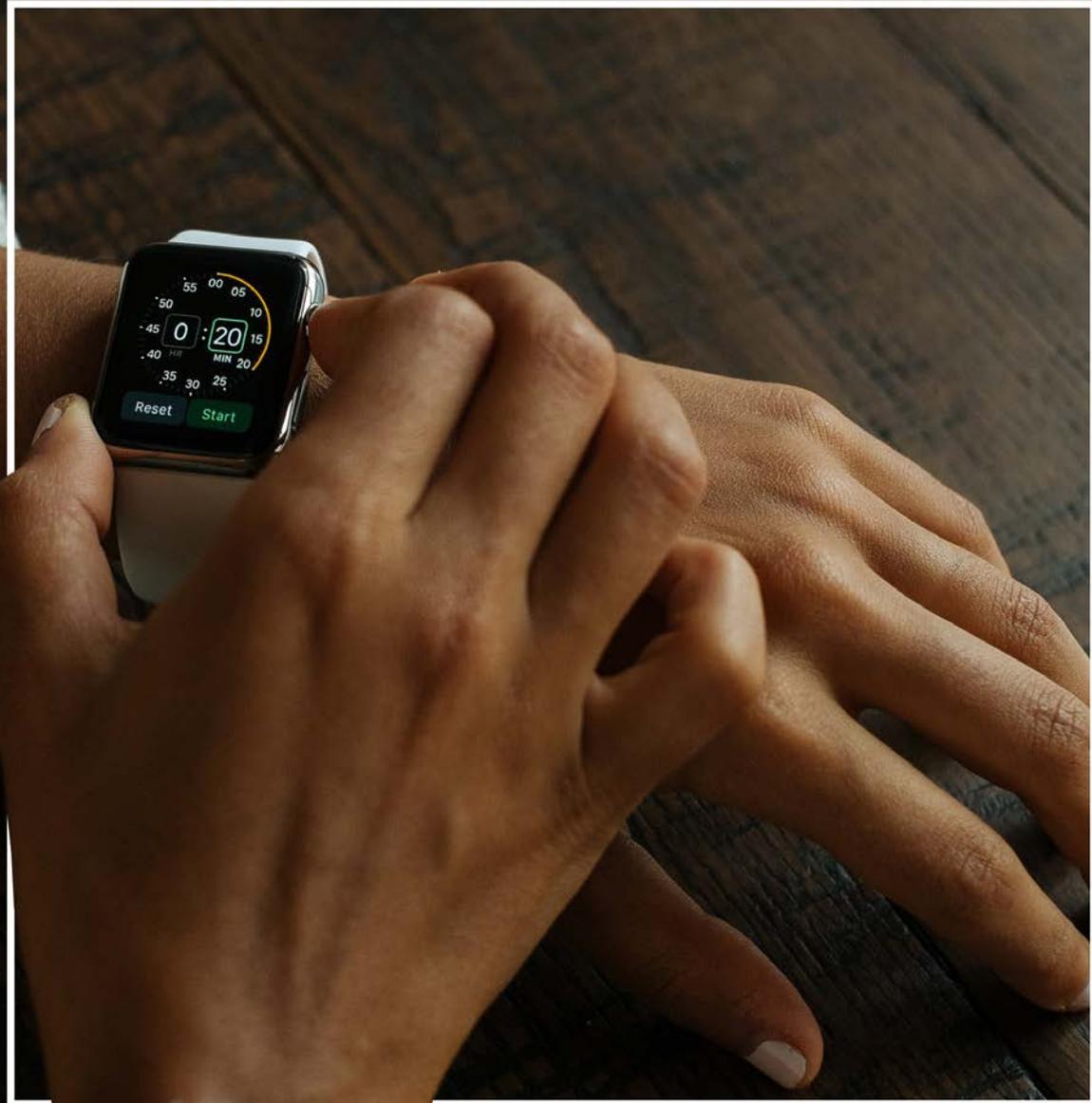
The Security need is important when brands want to position themselves as supporting people in relieving stress and tension. These are the brands that should feel like a warm, comforting blanket or an arm around your shoulder. It is also important for brands and companies that focus on protection and prevention against danger and harm in everyday life. These brands function as a safety net around us, our families and loved ones.

## Brand example

An example of a brand positioned in the Security space is Volvo. It promotes itself as standing for 'True Scandinavian Craftsmanship', 'Redefining Safety' and being 'Family Orientated'. It's vision is that 'No one will be seriously injured or killed in a new Volvo by 2020 - That's how seriously we take safety'. An example of their dedication to safety is the development of IntelliSafe which has features to help prevent accidents and then protect people in the event that may occur. Volvo states that 'IntelliSafe is our way of giving you everyday convenience and peace of mind, anywhere you go. Travel calmer, safer, cleaner.' This firmly taps into the need to be looked after, protected and taken care of.

How does your  
brand tap into  
the need for  
**SECURITY?**





# CONTROL

Control is about keeping myself in check and hiding my emotions and feelings. It is not that I don't have emotions, I just don't want to let them out or let them be seen by others. There are times when I want to try to be as cool, calm and collected as possible. There are also moments when I like to be completely in control, to keep things in order, have discipline and stick to a routine which feels quite comfortable and safe. This gives me a sense of stability and structure.

## Me in Control

You will recognise this when you are tempted by a butter croissant but opt instead for a light yoghurt for breakfast because you don't want to gain weight. Having the same routine every day, getting the same coffee every morning, driving the same way to work, checking your smartphone every half hour just to make sure you are not missing out on anything – this all helps us to stay focused and avoid chaos.

## Control + Brands - Role

Control plays an important role for brands if they are aimed at structuring people's lives or when the focus is on health, risk management, simplifying life, prevention of pain, or control over temptation or urges. Brands that want to position themselves in the Control space should offer rational arguments and focus on functionality, maturity, health, purity, hygiene, and less on impulsiveness and fun.

## Brand example

An example of a brand positioned in the Control space is Clinique. It premiered as the world's first allergy tested, dermatologist-driven cosmetics line and it has stayed true to this positioning seen through the tagline "Allergy tested. 100% fragrance free". Thus telling people exactly what they are getting whilst alleviating any concerns they may have. This is also seen in the way every Clinique Consultant worldwide wears the trademark white lab coat. The products are also consistent with this positioning with ranges like '3-step skin care' which focuses on the functional claims that it will help you "see the cleanest, healthiest, freshest version of your skin". The fact Clinique has introduced a clear 3-step process aims to help women simplify their routine and also gives each product in the range a clear purpose.

How does your brand tap into the need for **CONTROL**?





# RECOGNITION

Recognition is about feeling unique, special and ahead of the pack. The Recognition dimension reflects the need to stand out from the crowd and break from convention. Recognition is all about being proud of one's own special ability and competence, intellectually, culturally and materially.

## Me in Recognition

We can recognise this in being ahead of the latest trends, for example in diet and health fads, because we feel it is important to be up-to-date with the latest social and scientific thinking. It gives us expert status or allows us to strive for perfection. We can wear a designer label to show our style and sophistication, and more importantly, it can only be recognised by the in-crowd, the ones who can distinguish this unique, specific label. We also see it in the choice of a speciality beer when everyone else is drinking lager, thereby displaying your connoisseurship and exquisite taste and knowledge. Watching selective, more intellectual TV programmes helps you to be completely 'in the know' with what is happening.

## Recognition + Brands - Role

The Recognition dimension is important for brands who try to position themselves as creatively individualistic, unconventional, trendy and ahead of the rest, or as a tool for consumers to express their intelligence and cultural awareness.

## Brand example

An example of a brand positioned in the Recognition space is G-Star RAW, a Dutch designer clothing company that produces urban clothing. It specialises in making raw denim - an unwashed, untreated denim. G-Star RAW promotes the uniqueness of the product and the way it is produced, this is seen through the tagline "Just the Product". Communications focus on the detailed specifications of the product and the innovations carried out in the style, wash, cut & fabrics. An example of this is the collaboration with music producer Pharrell Williams and his textile company Bionic Yarn called "RAW for the Oceans," a collection of denim made from recycled plastic that is found in the ocean. The brand has a differentiated positioning focusing on a niche market segment and targets fashion leaders & innovators who can relate to the innovative values of the brand.

How does your  
brand tap into  
the need for  
**RECOGNITION?**





# POWER

Power is about the need to be the best. It relates to the desire I have to be respected, praised and acknowledged for the choices I make and for the successes I have achieved in my life. The Power dimension reflects my social status and the need to be an authority and a leader of others.

## Me in Power

This happens to all of us when we give an impressive, expensive box of chocolates to make someone else feel important, but also to make us look successful too. Driving our client to an exclusive restaurant in a luxury car will command respect and will mean others won't forget us in a hurry. It may also mean they will take us more seriously. Wearing an impressive watch or jewellery, drinking vintage champagne, shows only the best will do, adds glamour to our lives and gets us noticed.

## Power + Brands - Role

The Power dimension is important for brands trying to position themselves as premium, high-status and powerful. It appeals to the need to be respected and revered, to feel strong and 'on-top-of-the-world'. It is also an important dimension for brands who want to be perceived as exclusive and only available for the select few.

## Brand example

Louis Vuitton is an example of a brand tapping into the Power motivation. It is one of the world's leading luxury fashion houses and due to its image as a status symbol it is one of the most counterfeited brands in the fashion world. In fact the Louis Vuitton brand and the LV monogram have such high status and exclusivity that it is among the world's most valuable and powerful brands. The brand regularly uses celebrity endorsement with A-List stars appearing in its marketing campaigns to help give the brand a premium and prestigious feel. It also collaborates with prominent artists and designers to create 'special edition' collections that provide an air of exclusivity.

How does your  
brand tap into  
the need for  
**POWER?**





# VITALITY

Vitality is about adventure, testing your boundaries and discovering new things. It taps into the need we have to step outside our comfort zone, to explore our environment and to achieve independence (away from others). It is when we travel and experience the exotic and the unusual to be stimulated and excited. Vitality is all about experiencing freedom, passion, and adventure, buzzing about, spending energy, and feeling very much alive and kicking.

## Me in Vitality

We can all experience these moments when we browse through magazines with exciting tips and views on the changing world or when booking a more adventurous holiday off the beaten track. We venture into a new business/job or start a new hobby to broaden our horizons. We feel the adrenaline rush when accelerating our car as it makes us feel on top of the world and liberated. We are open for different, new favours and ingredients in order to discover something new, challenging our taste buds. We feel alive and kicking when we drink a refreshing pint to get ourselves started for the night.

## Vitality + Brands - Role

The Vitality dimension is important for brands who want to position themselves as individualistic, innovative, vital and energetic and who are always pushing the boundaries and stimulating consumers with change and challenge. A brand that wants to adopt a Vitality strategy needs to position itself as inquisitive and curious about the world, as a brand that is entertaining, surprising and sometimes perhaps even shocking for its (temporary) consumers. It is important for these brands to offer constant renewal.

## Brand example

Nike has always promoted the idea of testing your own limits and boundaries by associating star athletes and using the motivational slogan "Just Do It." This allows consumers to identify their purchases with the prospect of achieving greatness.

How does your  
brand tap into  
the need for  
**VITALITY?**



# LIVING WITH MOVITATIONS

In reality, we all share the same fundamental desires and therefore the same motivations. The motivation that drives our behaviour at any point in time depends on the situation we find ourselves in, the environment, the time of the year, day of the week, time of the day and so on. Understanding this can help a brand know precisely where it fits in someone's life, where it doesn't fit and therefore, what it needs to do to connect with people at the most relevant time.

The following takes you into the life of Julie. To a company which designs fashion, Julie is a 'single, 25-35 year old urban professional, upper income' and generally seen to be highly desirable to have as a customer. Let's imagine a week in her life with her wardrobe and see how our model helps us think about her in a slightly different way, and of course opens up lots of opportunities.

On a Friday evening, **Enjoyment** is her motivation. After a hard week at work, Julie just wants to let off steam, go to the wine bar with her friends and unwind with a glass of Chardonnay. For this, she would opt for casual, easy to wear, colourful clothing – a fun top. The next morning, her motivation is more likely to be **Control** as she promises never to drink again and sets off to the gym with her hi-tech running shoes. These are known to be very stable and reassure her that she will stay injury free. On Saturday afternoon, Julie goes shopping with her best friend. Her motivation? **Conviviality**. She chooses jeans and top. She feels comfortable, modern and fashionable without being too trendy or eye-catching. On Saturday night, some friends have invited her to a smart dinner party with the 'in' crowd so here the motivation is **Recognition**. That night she wants to steal the show and wears a unique designer label dress from a unique designer. In it, she feels confident and happy with who she is. On Sunday, it's time for a family picnic so she chooses a comfortable sweater from a high street store, which is pretty much the same as what everyone else is wearing – she wants to **Belong**. On Tuesday morning, she is off to a client meeting and wants to impress with her presentation. So, a luxury designer suit with expensive shoes fits the bill to emphasise her authority and competence – need for **Power**. On Wednesday evening, it's back to fitness again – motivation **Vitality** – and an active sports brand fits the bill as she wants to feel active, go the extra mile in her workout and feel generally alive and kicking. Finally, back to Friday again – casual Friday in her office – when her motivation shifts to **Security** where her flexible, supple elasticated pants make her look inconspicuous and relaxed.

And this is just Julie. Of course for different people in different stages in their life and in different cultures, the selected brands for a certain motivation might change. Pleasure for a 26-year-old Spanish nurse is highly unlikely to be the same as it is for a 52-year-old Japanese lawyer. And good friends in the Netherlands will use another beer brand to celebrate their camaraderie compared with their Brazilian mates.

However, having our compass helps us to see how this diverse group of people relates to brands and helps to visualise the different brands in a competitive landscape and which motivations they are tapping into.

### Knowing this could help a clothing manufacturer:

- › Ensure that its positioning is in line with the biggest motivation for its category
- › Identify how similar or different it is from the competition – and make sure its positioning is differentiating it
- › See where there are motivations, but no brands: white space for innovation or brand stretch.

People do not consume for the sake of consuming. They use and integrate products into their daily lives to add value to it and to give it meaning, no matter how small that meaning may be. They want to create a better life for themselves as well as others.

# How to apply to Censydiam

Censydiam can be used to help answer a wide variety of business questions. The most common studies centre around 5 key areas:

- › Category understanding
- › Segmentation
- › Brand positioning
- › Portfolio management
- › Innovation

We also go beyond traditional segmentation

- › To develop communication
- › To test concepts, new products, packaging and communication.



# Censydiam Applications

## RESEARCH

We have a flexible range of Qualitative and Quantitative solutions using both offline and online device agnostics, social listening, communities, mobile, immersions and ethnography. We offer large scale in-depth options, as well as quicker more cost effective options, this enables us to design the optimum solution to suit your business needs.

## WORKSHOPS

Once the research process is concluded, activation workshops are held to ensure that the insights the research has uncovered are embedded within the business. All stakeholders are involved in getting acquainted with and building further upon the insights to make them stick in the organisation, to create impact.

## CONSULTANCY

As we have longstanding experience in consumer motivational research and brand development, we have considerable resources and cases studies from which we can draw. This of course does not mean that we share your insights and knowledge with others, but rather use them for further thinking and hypotheses development. Especially when these case studies are specific for your brands and market, we can confidently formulate recommendations in collaboration with you.

# Censydiam

Growing brands by connecting with deeper human motivations

## UNDERSTAND REAL PEOPLE

People do not wake up in the morning wanting to buy more stuff! People wake up in the morning wanting to be a better mother, a better partner, a better leader etc. So our starting point is simple; we do not start with products and how to make them better; nor do we start with brands and what people think of them ... our starting point is people. By understanding people's deeper motivations in your category, Censydiam helps you grow your brand by being invited into their lives.

## IDENTIFY THEIR DEEP MOTIVATIONS

Censydiam provides a comprehensive, validated framework to guide your team around the often complex world of human motivation. This frame keeps you focused on the real needs of people – whether your action is strategic (the positioning of your brand) or tactical (why someone responds to social media). It is granular enough to ensure your messaging is meaningful – and can be used globally across diverse target groups. Human beings all share the same fundamental motivations.

## CREATE BUSINESS VALUE

Mapping your categories, brands and products against motivations delivers against key strategic marketing questions: (re)define your category; position your brand and manage your portfolio. Identify white space opportunities to grow.



Ipsos Censydiam Institute  
Email: [censydiaminstitute@ipsos.com](mailto:censydiaminstitute@ipsos.com)

