**Gratitude versus Entitlement:**

**A Dual Process Model of the Profitability Implications of Customer Prioritization**

**Abstract**

Customer prioritization strategies – which focus a firm’s efforts on the most important customers

– are expected to improve account profitability. Anecdotal evidence suggests, however, that such

strategies may also undermine account profitability by inducing customers to become overly

demanding. Building on Social Exchange Theory, this research evaluates these competing

perspectives across two field studies and finds that prioritization is best understood as a doubleedged

sword. Specifically, the results reveal that prioritization efforts initiate both a gratitudedriven

process, which enhances sales and profit, *and* an entitlement-driven process, which

increases service costs and reduces profit. Importantly, the findings indicate that prioritization

tactics differ in the extent to which they trigger these competing processes and thus in their

ability to influence account profitability. Finally, the results also reveal that critical moderators

(competitive intensity and prioritization transparency) determine the extent to which the

entitlement-driven process undermines the gratitude-driven process. For managers, the findings

suggest that depending on the tactics employed and moderating conditions, prioritization can

either have a positive, no, or even a negative effect on prioritized accounts’ profitability.

**Reexamining the Market Share–**

**Customer Satisfaction Relationship**

Market share and customer satisfaction are often used to assess marketing performance. Despite the widespread assumption of a positive relationship between these two variables, the limited extant empirical literature on the subject indicates either a negative or a nonsignificant relationship. The authors reexamine this relationship over a longer time period than has previously been possible in a representative sample of U.S. consumer markets and find a consistently significant negative market share–customer satisfaction relationship. This is because customer satisfaction is generally not predictive of firms’ future market share, but market share is a strong negative predictor of firms’ future customer satisfaction. In follow-up analyses, the authors find that a firm’s customer satisfaction can predict its future market share when it is benchmarked against that of its nearest rival and customer switching costs are low. In examining why the market share–future customer satisfaction relationship is generally negative, they find strong support for preference heterogeneity as a key mediator in this relationship. They also show that marketing more brands moderates the negative effect of preference heterogeneity on future customer satisfaction.

Thus, larger brand portfolios offer a strategy solution for the general market share–satisfaction trade-off.

Brands as intentional agents framework: How perceived intentions and ability

can map brand perception

Nicolas Kervyn a, Susan T. Fiske b,⁎, Chris Malone c

a University of Louvain, Fund for Scientific Research (FNRS), Belgium

b Princeton University, USA

c Relational Capital Group, USA

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Abstract

Building on the Stereotype Content Model, this paper introduces and tests the Brands as Intentional Agents Framework. A growing body of research suggests that consumers have relationships with brands that resemble relations between people. We propose that consumers perceive brands in the same way they perceive people. This approach allows us to explore how social perception theories and processes can predict brand purchase interest and loyalty. Brands as Intentional Agents Framework is based on a well-established social perception approach: the Stereotype Content Model. Two studies support the Brands as Intentional Agents Framework prediction that consumers assess a brand's perceived intentions and ability and that these perceptions elicit distinct emotions and drive differential brand behaviors. The research shows that human social interaction relationships translate to consumer–brand interactions in ways that are useful to inform brand positioning and brand communications.

Decoding Customer-Firm Relationships: How Attachment Styles Help Explain

Customers' Preferences for Closeness, Repurchase Intentions, and Changes in

Relationship Breadth

Many firms strive to create relationships with customers, but not all

customers are motivated to build close commercial relationships. This

article introduces a theoretical framework that explains how relationshipspecific

attachment styles account for customers' distinct preferences for

closeness and how both attachment styles and preferences for

closeness influence loyalty. The authors test their predictions with survey

data from 1199 insurance customers and three years of purchase

records for 975 of these customers. They find that attachment styles

predict customers' preferences for closeness better than established

marketing variables do. Moreover, attachment styles and preferences for

closeness influence loyalty intentions and behavior, controlling for

established antecedents (e.g., relationship quality). Finally, exploring the

underlying process, the authors show that preference for closeness

partially mediates the effect of attachment styles on cross-buying

behavior. This research provides novel customer segmentation criteria

and actionable guidelines that managers can use to improve their ability

to tailor relationship marketing activities and more effectively allocate

resources to match customer preferences.

Relative visual saliency differences induce sizable bias in consumer choice

Milica Milosavljevic a,⁎, Vidhya Navalpakkam a, Christof Koch a, Antonio Rangel a, b

a Division of Biology, California Institute of Technology, MC 228-77, 1200 E. California Blvd, Pasadena, CA 91125, USA

b Division of Humanities and Social Sciences, California Institute of Technology, MC 228-77, 1200 E. California Blvd, Pasadena, CA 91125, USA

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Abstract

Consumers often need to make very rapid choices among multiple brands (e.g., at a supermarket shelf) that differ both in their reward value (e.g., taste) and in their visual properties (e.g., color and brightness of the packaging). Since the visual properties of stimuli are known to influence visual attention, and attention is known to influence choices, this gives rise to a potential visual saliency bias in choices. We utilize experimental design from visual neuroscience in three real food choice experiments to measure the size of the visual saliency bias and how it changes with decision speed and cognitive load. Our results show that at rapid decision speeds visual saliency influences choices more than preferences do, that the bias increases with cognitive load, and that it is particularly strong when individuals do not have strong preferences among the options.

**Nature imagery in advertising**

Attention restoration and memory effects

Patrick Hartmann and Vanessa Apaolaza

*University of the Basque Country UPV/EHU*

Patxi Alija

*Adimen Research Institute*

Environmental psychology postulates that interacting with nature has inherently positive

emotional, cognitive and physiological effects. Based on Attention Restoration Theory

and related research, this paper presents a theoretical framework hypothesising that nature

imagery presented in an advertisement enhances cognitive advertising message elaboration

and memory. Three experimental studies, including an eye-tracking experiment, which successively

addressed emotional, information processing and memory effects of exposure to

nature imagery in advertising, provided evidence supporting postulated effects. Findings confirmed

the hypothesis that advertisements featuring visual representations of pleasant nature

scenes can evoke very similar emotional responses to those experienced in pleasant natural

environments, which constitutes a necessary condition for the suggested cognitive effects.

As hypothesised, advertising messages of advertisements featuring pleasant nature imagery

achieved higher memory scores in both unaided recall and recognition compared to identical

advertisements displaying a variety of other attractive pictures

Katherine White & Bonnie Simpson

**When Do (and Don't) Normative**

**Appeals Influence Sustainable**

**Consumer Behaviors?**

The authors explore how injunctive appeals (i.e., highlighting what others think one should do), descriptive appeals (i.e., highlighting what others are doing), and benefit appeals (i.e., highlighting the benefits of the action) can encourage consumers to engage in relatively unfamiliar sustainable behaviors such as "grasscycling" and composting. Across one field study and three laboratory studies, the authors demonstrate that the effectiveness of the appeal type depends on whether the individual or collective level of the self is activated. When the collective level of self is activated, injunctive and descriptive normative appeals are most effective, whereas benefit appeals are less effective in encouraging sustainable behaviors. When the individual level of self is activated, self-benefit and descriptive appeals are particularly effective. The positive effects of descriptive appeals for the individual self are related to the informational benefits that such appeals can provide. The authors propose a goal-compatibility mechanism for these results and find that a match of congruent goals leads to the most positive consumer responses. They conclude with a discussion of implications for consumers, marketers, and public policy makers.

How we relate to brands:

Psychological and neurophysiological insights into

consumer–brand relationships

Martin Reimann a,!, Raquel Castaño b, Judith Zaichkowsky c, Antoine Bechara a, d

a University of Southern California, Department of Psychology, Brain & Creativity Institute, 3620 McClintock Avenue, Los Angeles, CA 90089, USA

b Tecnológico de Monterrey, EGADE Business School, Garza García, Monterrey, Mexico 66269

c Copenhagen Business School, Marketing Department, Soljberg Plads 3, Frederiksberg 2000, Denmark

d McGill University, Desautels Faculty of Management, Faculté de gestion Desautels, 1001 Sherbrooke Street West, Montreal, Quebec, Canada H3A 1G5

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Abstract

In three experiments, this research provides new insights into branding by studying the psychological and neurophysiological mechanisms of how consumers relate to their beloved brands. The authors propose that emotional arousal decreases over the brand relationship span, while inclusion of the brand into the self increases over time. Results of experiment 1 indicate greater self-reported emotional arousal for recently formed brand relationships, as well as decreased emotional arousal and increased inclusion of close brands over time. Additionally, the moderating role of usage frequency of the brand brings out an interesting nuance of the way these effects operate. Experiment 2 measures skin conductance responses and reveals increased emotional arousal for recently formed close relationships but not for established close brand relationships, corroborating the results based on self-reported data. In experiment 3, a functional magnetic resonance imaging study reveals an association between established close relationships and activation of the insula, a brain area previously found to be a crucial mechanism in diverse but related psychological

phenomena such as urging, addiction, loss aversion, and interpersonal love.

The Silver Lining of Materialism: The Impact of Luxury

Consumption on Subjective Well-Being

Liselot Hudders • Mario Pandelaere

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Abstract Materialism is a way of life characterized by the pursuit of wealth and possessions.

Several studies have documented that a materialistic lifestyle is associated with

diminished subjective well-being. In spite of this, many people continue to pursue materialistic

goals rather than pursue goals that are more beneficial for their well-being. The

current paper investigates one mechanism that may contribute to the continued pursuit of

materialism. In particular, we propose that luxury consumption may reinforce a materialistic

lifestyle. To test this possibility, we investigate the relations between luxury

consumption, materialism and cognitive and affective subjective well-being aspects

simultaneously, in a structural model. The results of a large scale survey in Dutch-speaking

Belgium demonstrate that materialistic consumers are more inclined to consume luxury

goods than less materialistic consumers. In addition, luxury consumption leads to enhanced

positive mood, diminished negative mood and increased satisfaction with life. Furthermore,

although the impact on negative and positive mood is not moderated by materialism,

the impact of luxury consumption on satisfaction with life is more pronounced for materialistic

consumers than for less materialistic consumers. Together, these results indicate

that materialistic consumers not only engage more in luxury consumption than less

materialistic consumers, but also benefit more from it (at least in the short run). As a result,

luxury consumption may be more rewarding for the former than for the latter and consequently,

‘‘lock in’’ materialists in their lifestyle, irrespective of the long-term adverse

consequences for self and society.

Construal-level mind-sets and the perceived validity

of marketing claims

Scott Wright & Chris Manolis & Drew Brown &

Xiaoning Guo & John Dinsmore & C.-Y. Peter Chiu &

Frank R. Kardes

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Abstract Prior research shows that the repetition of unfamiliar statements increases their

subjective truthfulness. The present research shows that truth ratings can also be increased

without repetition. Several different manipulations of low-construal-level mind-sets

increased the perceived validity of a wide variety of marketing claims across a broad

spectrum of products and industries.Mismatched construals reduced this effect. The results

suggest that concrete construals enhance truth ratings when consumers focus on their

intuitive feelings and impressions but not when they process marketing claims analytically.

Money and Thinking: Reminders of Money

Trigger Abstract Construal and Shape

Consumer Judgments

JOCHIM HANSEN

FLORIAN KUTZNER

MICHAELA WANKE

The idea of money reminds consumers of personal strength and resources. Such cues have been found to increase the level of mental construal. Consequently, it

was hypothesized and found in five experiments that reminders of money trigger abstract (vs. concrete) mental construals. Participants were primed with money or

money-unrelated concepts. Money primes caused a preference for abstract over concrete action identifications (experiment 1), instigated the formation of broader

categories (experiment 2), and facilitated the identification of global (vs. local) aspects of visual patterns (experiment 3). This effect extended to consumer judgments: money primes caused a focus on central (vs. peripheral) aspects of products(experiment 4) and increased the influence of quality of parent brands in evaluations of brand extensions. Priming with a little money (experiment 3) or ex penditures(experiment 5) did not trigger abstract construals, indicating that the association between money and resources drives the effect

Motivating consumer behavior by subliminal conditioning in the absence of

basic needs: Striking even while the iron is cold

Martijn Veltkamp

a,

⁎

, Ruud Custers

b

, Henk Aarts

b

a

University of Twente, Department of Marketing Communication and Consumer Psychology, PO Box 217, 7500AE Enschede, The Netherlands

b

Utrecht University, Department of Social Psychology, PO Box 80140, 3508 TC, Utrecht, The Netherlands

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Abstract

Previous research suggests that priming of behavioral concepts (e.g., drinking water) motivates consumers outside conscious awareness, but only if primes match a current need (e.g., fluid deprivation). The present article reports two studies testing whether subliminal conditioning (subliminally priming a behavioral concept and linking it to positive affect) can motivate such need-related behaviors even in the absence of deprivation. Both studies showed an interaction effect: Motivation to drink water increased with fluid deprivation, and subliminally conditioning drinking water more positive only motivated drinking in the absence of deprivation. Furthermore, Study 2 suggests that motivation resulting from conditioning is more specific than following deprivation, as only the latter can be reduced by pursuing alternative behaviors (i.e., eating high-liquid foods). Thus, although traditionally the motivation for need-related behaviors is thought to depend on deprivation, this research shows subliminal conditioning can motivate consumers as if they were deprived

Identity-based motivation: Implications for action-readiness,

procedural-readiness, and consumer behavior

Daphna Oyserman

Institute for Social Research, University of Michigan, Ann Arbor, MI 48106-1248, USA

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Abstract

Choices are often identity-based but the linkage to identity is not necessarily explicit or obvious for a number of reasons. First, identities feel stable but are highly sensitive to situational cues. Second, identities include not only content but also readiness to act and to use procedures congruent with the identity. Third, identities can be subtly cued without conscious awareness. Fourth, what an accessible identity means is dynamically constructed in the particular context in which it is cued. Because identities carry action- and procedural-readiness, the outcome of an identity-based motivation process may be similar to or different from the choices an individual would have made in another setting. Moreover,once an identity is formed, action and procedural-readiness can be cued without conscious awareness or systematic processing, resulting in beneficial or iatrogenic outcomes.

**The benefits of sleeping on things: Unconscious thought leads to automatic weighting**

Maarten W. Bos Ap Dijksterhuis, Rick B. van Baaren

Abstract

We tested and confirmed the hypothesis that unconscious thought leads to an automatic weighting process whereby important decision attributes receive more weight, and unimportant decision attributes receive less weight. In three experiments, participants chose between cars with few important positive attributes and many unimportant negative attributes (Quality cars), and cars with many unimportant positive attributes and few important negative attributes (Frequency cars). In all experiments, unconscious thinkers showed a stronger preference for Quality cars than immediate decision makers, showing that unconscious thought indeed evokes an automatic weighting process. An alternative explanation is refuted and implications are discussed.

**Presence of Various Figurative Cues on a**

**Restaurant Table and Consumer Choice:**

**Evidence for an Associative Link**

CÉLINE JACOB, NICOLAS GUÉGUEN, and GAËLLE BOULBRY

*Département TC, Laboratoire LESTIC, Université de Bretagne-Sud,*

*IUT de Vannes, Vannes, France*

*Some studies have shown that figurative cues, presented in the*

*immediate environment of an individual, have affected his/her*

*later behavior. This effect was applied to consumer behavior. In*

*a restaurant, various figurative cues related to the sea (a boat or*

*a sailor figurine, a napkin with a picture of a boat and poetry*

*related to the sea) or no cues (control condition) were present in*

*the environment of the patrons. The results show that figurative*

*cues related to the sea increased the consumption of fish dishes.*

*KEYWORDS figurative cues, immediate environment, consumer*

Aesthetic package design:

A behavioral, neural, and psychological investigation

Martin Reimann, Judith Zaichkowsky Carolin Neuhaus, Thomas Bender , Bernd Weber

Abstract

In four experiments, this research sheds light on aesthetic experiences by rigorously investigating behavioral, neural, and psychological properties of package design. We find that aesthetic packages significantly increase the reaction time of consumers' choice responses; that they are chosen over products with well-known brands in standardized packages, despite higher prices; and that they result in increased activation in the nucleus accumbens and the ventromedial prefrontal cortex, according to functional magnetic resonance imaging (fMRI). The results suggest that reward value plays an important role in aesthetic product experiences. Further, a closer look at psychometric and neuroimaging data finds that a paper-and-pencil measure of affective product involvement correlates with aesthetic product experiences in the brain. Implications for future aesthetics research, package designers, and product managers are discussed

**if money doesn't make you happy, then you probably aren't**

**spending it right**

Elizabeth W. Dunn Daniel T. Gilbert Timothy D. Wilson

Abstract

The relationship between money and happiness is surprisingly weak, which may stem in part from the way people spend it. Drawing on empirical research, we propose eight principles designed to help consumers get more happiness for their money. Specifically, we suggest that consumers should (1) buy more experiences and fewer material goods; (2) use their money to benefit others rather than themselves; (3) buy many small pleasures rather than fewer large ones; (4) eschew extended warranties and other forms of overpriced insurance; (5) delay consumption; (6) consider how peripheral features of their purchases may affect their day-to-day lives; (7) beware of comparison shopping; and (8) pay close attention to the happiness of others

Use does not wear ragged the fabric of friendship: Thinking of objects as

alive makes people less willing to replace them

Jesse Chandler Norbert Schwarz

Abstract

Anthropomorphic beliefs about objects lead people to treat them as if they were alive. Two experiments test how anthropomorphic thought affects consumers' product replacement intentions. Consumers induced to think about their car in anthropomorphic terms (i) were less willing to replace it and (ii) gave less weight to its quality when making replacement decisions. Instead, they (iii) attended to (experimentally induced connotations of) the car's warmth,

a feature usually considered relevant in the interpersonal domain. While anthropomorphic beliefs about brands are often seen as advantageous by marketers because they increase brand loyalty, similar beliefs about products may be less desirable.

**Magic at the marketplace: Choice blindness for the taste of jam and**

**the smell of tea**

Lars Hall Petter Johansson Betty Tärning

abstract

We set up a tasting venue at a local supermarket and invited passerby shoppers to sample

two different varieties of jam and tea, and to decide which alternative in each pair they pre-

ferred the most. Immediately after the participants had made their choice, we asked them

to again sample the chosen alternative, and to verbally explain why they chose the way

they did. At this point we secretly switched the contents of the sample containers, so that

the outcome of the choice became the opposite of what the participants intended. In total,

no more than a third of the manipulated trials were detected. Even for remarkably different

tastes like Cinnamon-Apple and bitter Grapefruit, or the smell of Mango and Pernod was no

more than half of all trials detected, thus demonstrating considerable levels of choice

blindness for the taste and smell of two different consumer goods

**When Less is More: Consumer Aversion to Unused Utility**

ABSTRACT

A series of experiments demonstrates that consumers exhibit aversion to waste during

forward-looking purchase. These experiments further reveal that such behavior is driven by

distaste for unused utility, a reaction that is shown to be distinct from an aversion to squandering

money. Waste aversion is especially pronounced when consumers anticipate future consequences

and deprivation is salient. In addition to demonstrating robustness across consumers and

marketing contexts, the results also demonstrate how waste aversion can lead to self-defeating

behavior in which consumers forego desired utility. Finally, the present research demonstrates

and discusses the implications of waste aversion for a variety of marketing issues, including buyrent

markets, bundling, and the fundamental distinction between goods and services.

How persuasive messages can influence behavior without awareness

J. Edward Russo , Anne-Sophie Chaxel

Abstract

A persuasive message that favors one option in a binary choice can enhance the apparent value of its target by biasing the interpretation of subsequent information. The message installs its target as the initial leader in preference and lets the predecisional distortion of information defend that leadership position. An experiment that contrasts showing TV commercials before and after objective product information demonstrates this process. Ratings of the importance of the commercials to the choice indicate that people are aware of advertising's direct effect on their choice but not of its indirect effect through the biased evaluation of the product information

Situated embodied cognition: Monitoring orientation cues affects product

evaluation and choice☆

Jiska Eelen a,⁎, Siegfried Dewitte a, Luk Warlop a, b

Abstract

Consumers generally prefer products that are easy to interact with. In three studies, we show that this preference arises from the fit between product orientation and monitored situational constraints. Flexible right-handers, who monitor situational constraints, recall product orientations better and prefer products for which the handle is oriented in the direction of the hand used for grasping. When their ability to monitor situational constraints is impaired, the preference for easy-to-grasp products is attenuated. The findings highlight that motor fluency is a relevant cue for decision making when consumers assess how to interact with a product. The implications of these results for embodiment and fluency research are discussed.

**Sadness and Consumption**

Sadness influences consumption, leading individuals to pay more to acquire new goods and to

eat more unhealthy food than they would otherwise. These undesirable consumption effects of

sadness can occur without awareness, thus representing more than just conscious attempts at

“retail therapy.” In an experiment with real food consumption, the present paper examines the

hypothesis that sadness’ impact on consumption could be attenuated if the choice context

counteracted appraisals of helplessness and enhanced a sense of individual control. Results

revealed that: (1) sadness elevates self‐reports of helplessness in response to the emotion inducing situation, (2) helplessness mediates the sadness‐consumption effect, and (3) inducing

a sense of control (via choice) attenuates sadness’ effect