

## CHAPTER 1

# Understanding Consumer Behaviour

### CHAPTER SUMMARY

The goal of this chapter is to introduce students to the topic of consumer behaviour. The chapter defines what consumer behaviour is, what factors affect it, and why it should be studied. In this chapter, the topics to be discussed include (1) what consumer behaviour is, (2) what factors affect it, (3) who benefits from studying it, and (4) how marketers apply consumer behaviour concepts.

Consumers' motivation, ability and opportunity (MAO) affect their decisions. These factors influence what consumers are exposed to, what they attend to and what they perceive, how they categorise or interpret information, how they form and change attitudes and how they form and retrieve memories. Each of these aspects of the psychological core has a bearing on consumer decision making. Decision making itself is based on problem recognition and the search for information, involves some judgement and decision-making processes and affects others' decisions as well as one's own post-decision satisfaction level. Consumer behaviour thus also includes recycling and disposition behaviours.

Furthermore, consumer decisions are affected by the consumer's culture, defined as the myriad groups and social systems to which individuals belong, that influence the values and beliefs they hold and the symbols they use to communicate group membership. Factors associated with both the psychological core and culture can influence outcomes such as symbolic consumer behaviour and the diffusion of new consumer behaviour throughout a market. The study of consumer behaviour also necessitates an understanding of ethics – the situations in which consumers and marketers may act unethically to obtain benefits.

Studying consumer behaviour can provide useful input to marketing strategies like market segmentation, target market selection and positioning. It can also guide marketing tactics like product, pricing, distribution and promotion decisions. Furthermore, the study of consumer behaviour can be of interest to ethicists and consumer advocacy groups and can be helpful in designing laws and regulations that protect consumers. Finally, it can help consumers to improve their own lives by making the environment more user friendly, safer, cleaner and healthier.

**CHAPTER LEARNING OBJECTIVES**

After studying this chapter, students will be able to:

1. define consumer behaviour and explain the components that make up the definition
2. identify the four domains of consumer behaviour that affect acquisition, usage and disposition decisions
3. discuss the benefits of studying consumer behaviour
4. explain how companies apply consumer behaviour concepts when making marketing decisions.

**CHAPTER OUTLINE****I. Defining consumer behaviour**

- A. Consumer behaviour involves goods, services, activities, people and ideas
  1. In addition to products, marketing efforts and studies in consumer behaviour also target services, activities, ideas, people and time
  2. The term offering encompasses all entities that can be marketed
- B. Consumer behaviour can involve many people
  1. Many individuals may be involved in the acquisition, use, and disposal of an offering, each person holding one or more consumer roles in the process
- C. Consumer behaviour involves many decisions
  1. Whether to acquire/use/dispose of an offering
    - a) Is this an offering for me?
  2. What offering to acquire/use/dispose
    - a) From which category should I choose? Which brand?
  3. Why to acquire/use/dispose of an offering
    - a) Is this offering compatible with my needs, values and goals? Will it help me to fit in?
  4. Why an offering is not acquired/used/disposed
    - a) What keeps me from purchasing an item?
  5. How to acquire/use/dispose of an offering
    - a) Ways of acquiring an offering—Can I trade for this product? Rent or lease it? Should I give it as a gift? Can I barter for the item?
    - b) Ways of using an offering—What are the appropriate uses for an item? Are there innovative uses of this product? How are consumers educated to use this product?
    - c) Ways of disposing of an offering—What should I do when I am done with it? Should I find a new use? Get rid of it temporarily? Permanently?
  6. When to acquire/use/dispose of an offering
    - a) When is it 'appropriate' to acquire or use an offering in a given situation? Special occasions? Every day? 24 hours a day?

7. Where to acquire/use/dispose of an offering
  - a) In stores, by mail, by phone, or over internet
8. How much, how often, and how long to acquire/use/dispose of an offering
  - a) Do I use this all the time? Infrequently?
- D. Consumer behaviour involves emotions and coping
  1. Emotions, positive and negative, as well as specific emotions, such as hope, fear, regret, guilt, embarrassment and general moods, can affect consumers' behaviour
  2. Consumers may have to cope with stress from consumption situations
  3. There is differing coping behaviour among certain segments, such as low-literacy consumers

## II. What affects consumer behaviour?

- A. The psychological core: internal consumer processes
  1. Motivation, ability and opportunity
    - a) Is the consumer motivated to focus on the decision?
    - b) Will the consumer have the opportunity to make an informed choice?
    - c) Does the consumer have the ability to distinguish one offering from another?
  2. Exposure, attention, perception and comprehension
    - a) Is the consumer exposed to information related to the choice?
    - b) Is the consumer able to attend to and perceive the information that is available?
  3. Memory and knowledge
    - a) Storage and recall in part depends on MAO
    - b) Choice is based on information retrieved, not stored
  4. Forming and changing attitudes
    - a) Based on the information the consumer receives, what attitudes are formed? How do these evaluations change in the presence of new information?
- B. The process of making decisions
  1. Problem recognition and the search for information
    - a) Does the consumer recognise problems and search for necessary information?
  2. Making judgements and decisions
    - a) To what extent does the consumer expend time, and mental and emotional energy in making a decision?
  3. Making post-decision evaluations
    - a) To what extent does the consumer's post-decision evaluation provide feelings of satisfaction or dissatisfaction?
- C. The consumer's culture: external processes
  1. Reference groups and other social influences
    - a) What groups does the consumer perceive that he/she is a member of and how do these groups influence the consumer's behaviour?

2. Diversity influences
    - a) Ethnic or religious groups affect consumer decisions; these may be regional or broader
    - b) Diversity affects one's vacation choices, for example
  3. Household and social class influences
    - a) For example, the upper middle class and living with parents affect decisions
  4. Values, personality and lifestyles
    - a) To what extent do the consumer's beliefs, personality, activities, interests and opinions influence the consumer choices he/she makes?
- D. Consumer behaviour outcomes and issues
1. Consumer behaviours can symbolise who we are
    - a) How do consumers' behaviours reflect and project 'who they are'?
  2. Consumer behaviours can diffuse through a market
    - a) How do the behaviours of certain individuals spread to others in the market?
  3. Consumer behaviour, ethics and social responsibility
    - a) Sometimes consumers face potentially conflicting priorities
    - b) Consumers and marketers can and do use marketing for constructive purposes
- III. Who benefits from the study of consumer behaviour?**
- A. Marketing managers
1. How do marketing managers use consumer behaviour to develop marketing strategies and tactics?
  2. How do they adapt to consumers' different wants and needs?
- B. Ethicists and advocacy groups
1. To what extent is it appropriate to use knowledge of consumer behaviour to promote certain types of products or services?
- C. Public policy makers and regulators
1. To what extent is it appropriate to use knowledge of consumer behaviour to influence laws and business rules?
- D. Academics
1. How do academics use consumer behaviour concepts both in the classroom and when conducting research?
- E. Consumers and society
1. To what extent does knowledge of consumer behaviour make people better consumers?
- IV. Marketing implications of consumer behaviour**
- A. Developing and implementing customer-oriented strategy
1. How is the market segmented?
  2. How profitable is each segment?
  3. What are the characteristics of consumers in each segment?
  4. Are consumers satisfied with existing offerings?

- B. Selecting the target market
  1. Which consumer groups are appropriate targets for a firm's marketing efforts?
- C. Developing products
  1. What ideas do consumers have for new products?
  2. What attributes can be added to or changed in an existing offering?
  3. How should the offering be branded?
  4. What should the package and logo look like?
- D. Positioning
  1. How are competitive offerings positioned?
  2. How should our offerings be positioned?
  3. Should our offerings be repositioned?
- D. Making promotion and marketing communications decisions
  1. What are our advertising objectives?
  2. What should our advertising look like?
  3. Where should advertising be placed?
  4. When should we advertise?
  5. Has our advertising been effective?
  6. What about sales promotion objectives and tactics?
  7. Have our sales promotions been effective?
  8. How can salespeople best serve customers?
- E. Making pricing decisions
  1. What price should be charged?
  2. How sensitive are consumers to price and price changes?
  3. When should certain pricing tactics be used?
- F. Making distribution decisions
  1. Where and when are target consumers likely to shop?
  2. What do customers want to see in stores?
  3. How should stores be designed?

### QUESTIONS FOR REVIEW AND DISCUSSION

Possible answers are as follows.

**1. *How is consumer behaviour defined?***

Consumer behaviour entails the acquisition of, use of and disposition of goods. Note that the post-decision stage and disposition behaviours are often forgotten as part of consumer behaviour.

**2. *What are some of the factors in the psychological core that affect consumer decisions and behaviour?***

The psychological core refers to the internal processes that affect consumer behaviour. They include: (1) motivation, ability and opportunity (MAO), (2) exposure, attention, perception and comprehension; (3) memory and knowledge; and (4) forming and changing consumers' attitudes.

**3. *What are the main steps involved in making decisions?***

Consumers must first recognise a problem or need. They then search for information, make an appropriate decision and then evaluate it.

**4. *What are aspects of the consumer's culture that influence decisions and behaviour?***

1. Reference groups and other social influences
2. Diversity influences
3. Household and social class influences
4. Values, personality, and lifestyles

**5. *What are the major outcomes and issues involving consumer behaviour?***

- Consumer behaviour can symbolise their personalities and individualities.
- Consumer behaviour can diffuse throughout a market.
- Consumer behaviour ethics and social responsibility.

**6. *How can public policy decision makers, advocacy groups and marketing managers use consumer research?***

Consumer research can be used to understand what consumers and clients value and to help develop and understand what appropriate goods and services deem best for consumers. Policy makers use research to set law and policy in government, for instance a texting while driving law may be based on consumer research about safety and phone use while driving. Advocacy groups use research in the same way; yet, they focus on using research to advocate a point or view (e.g., Mothers Against Drunk Driving MADD). Marketing managers can help consumers by understanding consumer use and desires via research.

**7. *What kinds of marketing questions can companies use consumer behaviour research to answer?***

How is the market segmented?

How profitable is each segment?

What are the characteristics of consumers in each segment?

Are customers satisfied with existing offerings?

How are competitive offerings positioned?

How should our offerings be positioned?

What ideas do consumers have for new products?

What attributes can be added to or changed in an existing offering?

What should our offerings be called?

What should our package and logo look like?

What are our advertising objectives?

What should our advertising look like?

Where should our advertising be placed?

When should we advertise?

Has our advertising/sales promotions been effective?

When should sales promotions take place?

When should certain price tactics take place?

**8. *How can you benefit from studying consumer behaviour?***

Consumer behaviour studies can help consumers in the marketplace to understand the market and its role in business practice.

**CONSUMER BEHAVIOUR CASE**

**How Unilever's brands connect with consumers**

From soap to soup, Unilever markets a wide range of personal care products, foods and household cleaners under popular brands such as Dove, Bertolli, Lipton, Lux, Axe (Lynx), Sunsilk, Surf and OMO. Two billion consumers buy its products every day, adding up to annual revenue of \$62 billion. The Anglo-Dutch company constantly conducts research to learn more about what consumers want and need, identifying even seemingly small changes that can make a big difference in the daily lives of people worldwide.

One of the company's most memorable marketing initiatives has been Dove's 'Campaign for Real Beauty'. Based on extensive consumer research into women's attitudes and emotions, the campaign uses ads, YouTube videos, special events and other communications to counter beauty stereotypes and make the point that real beauty is more than skin deep. By linking its soap brand to messages reinforcing positive self-esteem for women of all ages, races, sizes and shapes, Dove has won the admiration and loyalty of consumers in many countries.

Unilever's Ragú food brand has been courting parents with Facebook and YouTube communications that encourage ongoing conversations with marketers and among its brand fans. For example, marketers recently used the brand's Facebook page (which has more than one million 'likes') to start a dialogue about getting children to eat. Its Facebook fans responded with dozens of additional ideas, which Ragú's ad agency turned into helpful online videos that dish up tips with a sense of humour. Heavy use of social media is one way that Ragú aims to create an emotional connection with its customers and understand their ever-changing needs and interests.

Campaigns combining Facebook, YouTube, Twitter and special websites have helped Unilever market its food and personal care brands to highly targeted segments such as Latin American families in the United States. Unilever's <http://www.vivemejor.com>, the Spanish-language website, and Facebook page provide brand-oriented recipes, coupons, holiday ideas, household hints and other

information that Latino families can use. The company also holds *Disfruta la Pasión de la Vida* events outside supermarkets to attract and engage Latin American consumers. In planning such events, the company turns to its Multicultural Consumer Marketing Insights research team for guidance.

Unilever is looking beyond immediate acquisition behaviour to encourage healthy, environmentally sustainable behaviour all over the world. Through research, it has determined that the first step is to help consumers understand why they should do something (such as wash with soap to prevent the spread of disease). The next step is to show them how easy it is to take action (buy bars of soap and use them). Then, they must make the new behaviour desirable (washing can keep the family safe from germs). Next, it is important to make consumers feel good about doing this action (for themselves, their family and society). Finally, find a way to continue the behaviour over time (ask children to wash before every meal). With these five steps, Unilever has convinced millions of consumers in developing countries to adopt the healthy habit of washing their hands – promoting the company's Lifebuoy soap brand at the same time.

Unilever also sells laundry products in developing nations where water is a scarce resource, yet consumers are accustomed to rinsing clothes several times to get them clean. To address both consumer needs and environmental issues, CEO Paul Polman explains, 'We've put products out in the market – fabric softeners – that only need one rinse'. Even then, 'consumers were still doing two or three rinses, so we had to be very creative in educating them,' he says. Clearly, Unilever wants to build strong relationships with its customers by making sure its brands are down-to-earth and 'real'.

### *CASE QUESTIONS*

1. *How is Unilever applying its understanding of internal consumer processes in the psychological core to market its products?*

Unilever understands there are many important psychological processes consumers must go through during the acquisition, use and disposal of offerings. By using market research, the company taps into specific aspects based on the particular product's target audience. For many products, such as Lifebuoy soap, Unilever steps consumers through all of the psychological processes, from awareness to attitude change in order to acquire new customers and retain current users.

2. *Which of the four external processes in the consumer's culture do you think have been the most important to the success of Dove's Campaign for Real Beauty? Why?*

Values, personality and lifestyle: Dove's campaign is based on market research into women's attitudes and emotions, which are closely tied to their values. The campaign highlights the value that 'real beauty' is more than skin deep; a sentiment women in their target audience value and believe is reflective of their personalities.



Reference groups and other social influences: Dove uses 'real' women versus models with whom their consumers can relate because they are members of their reference group.

3. *Do you agree with Unilever's decision to link its brands with efforts to encourage healthy and sustainable behaviours? Explain your answer.*

Linking brands to healthy and sustainable behaviours helps Unilever create an emotional connection with its customers because they perceive the company cares about more than just profit.

### IN CLASS EXERCISE\*

#### Analysing consumer generated content

Your task is to analyse **consumer generated** online postings – e.g., blog entries, pictures and videos – for a product category or brand of your choice. **The material should be generated by consumers** (advertisements are usually created by firms and/or their advertising agencies and are *not* appropriate). You can, however, show ads to demonstrate how consumer generated material *differs* from firm generated advertisements.

1. Select some individuals with whom you will be comfortable working.
2. Select (a) a product category (e.g., tennis balls, tomatoes, aftershave); (b) a brand that may encompass several product categories; (c) a specific product category for a specific brand (e.g., Nike basketball shoes) of interest.
3. Find a number of online postings *by consumers* discussing or portraying their experience with the product or brand. You may want to consider:
  - a. Blog entries (which can be searched through the Google Blog Search feature at <http://blogsearch.google.com>).
  - b. Consumer product evaluations sites such as productreview.com.au and evaluations on merchant sites such as Amazon.com.au.
  - c. Photos (available from Flickr (<http://www.flickr.com/>), WebShots (<http://www.webshots.com/>), Picasa Web (<http://www.picasaweb.com>), and any other photo share sites. You can also search using the Google Images search feature (<http://images.google.com>).
  - d. Video recordings (available from YouTube and Google Video Search (<http://video.google.com>)).
  - e. Online social media such as Facebook, Twitter and Reddit.

---

\* Courtesy of Lars Perner, Ph.D., University of Southern California.

4. Discuss the possible motives of the consumers generating the material in question (e.g., genuine desire to help others, wanting to look good, desire to promote a favourite brand, desire to present an alternative brand to the market leader, 'blowing off steam,' show off creative talents more than dealing with substance per se, desire to entertain).
5. Identify the extent to which different people who create material on similar topics/brands either compete with each other or promote other people's material.
6. Identify theme or issues identified. Note that photos and videos may be 'staged' or sensationalised to some extent. Nevertheless, do these at least suggest certain underlying consumer motivations, emotions, and/or perceptions?
7. Identify implications for the marketing of the product or brand in question – e.g.,
  - a. Effective advertising messages (e.g., could a particular photo – with proper permissions – be used as an ad with a suitable caption?)
  - b. Issues for product design and or content (e.g., are there aspects enjoyed or aspects causing frustration apparent?)
  - c. Information that should be available for consumers on manufacturer websites.
8. Prepare a brief report to the rest of the class (up to four minutes in length, including time spent on showing illustrations).

**Notes:**

- You may want to divide up between team members so that different people search different media.
- If one or more group members speak any foreign languages, you may want to compare apparent differences between cultures.
- To zero in on specific items, you may want to search using phrases put in quotes – e.g., 'new cell phone', 'contract ran out', 'lost my phone', 'heel broke', or 'pink Android'.

## USEFUL WEBLINKS

### The Decision Lab

<http://www.thedecisionlab.com>

A non-profit organisation dedicated to exploring consumer behaviour using the latest knowledge from psychology, economics, sociology and other research fields.

### Advertising Research Foundation

<http://thearf.org/morning-coffee/>

Provides links to consumer trends and statistics of interest to advertising executives and other marketers. Also provides a discussion of the advertising industry.

### Australian Consumer Lifestyles (EuroMonitor)

<http://www.euromonitor.com/consumer-lifestyles-in-australia/report>

Statistics and updates on latest trends and lifestyles among Australians, provided by EuroMonitor, one of the largest international organisations providing knowledge and insights into consumer behaviour worldwide.

### Australian Market & Social Research Society

<https://www.amsrs.com.au/>

A national organisation devoted to the study of market and social research in Australia, with a particular emphasis on designing tools to better understand consumers and provides updates on recent consumer trends in the country.

### Google

[www.google.com.au](http://www.google.com.au)

Google is a search engine for finding useful websites. Google is relevant to this chapter's content for specific reasons.

## CHAPTER 2

# Motivation, Ability and Opportunity

### CHAPTER SUMMARY

This chapter introduces to students the factors that can motivate and drive consumers to make decisions and purchases in the marketplace. The role of the instructor in this chapter is to help the students understand these concepts, as well as to help place them in a marketing context so that the students can apply what they learn.

Motivation reflects an aroused state that results in goal-relevant behaviours, elaborated information processing and decision making about things that the consumer views as important and self-relevant, and greater involvement between consumers and their actions. When motivation has these effects, consumers often experience considerable affective or cognitive involvement in the activity. In some cases, this involvement may be enduring, lasting for a long period of time. In other cases, it may be situational, lasting only until the goal has been achieved. Consumers can also be involved in many different kinds of objects: product categories, brands, ads, the media, and consumption behaviours.

Many factors affect motivation. First, motivation tends to be greater when the consumer sees something as personally relevant—meaning that it has important consequences for his or her life. Often things are seen as relevant because they relate to our values, goals and needs; because they are seen to entail considerable risk, or because they are moderately inconsistent with our prior attitudes.

Second, consumers may not achieve the goal of their motivation if their ability and/or opportunity to do so are low. If consumers lack the knowledge, experience, intelligence, education, or monetary resources to engage in a behaviour, process information, or make a decision, they cannot achieve a goal. Goal achievement may also be blocked if consumers are attending to information that is incompatible with their processing styles, which are age related, or if the information is presented in too complex a fashion. Finally, highly motivated consumers may also fail to achieve goals if their opportunity to do so is limited. Opportunity may be affected when consumers lack time, are distracted, and are not given sufficient information to learn something, when the information is too complex or infrequently repeated, or when consumers lack control over what information they receive, how long, and in what order, the information is presented.

## CHAPTER LEARNING OBJECTIVES

After studying this chapter, students will be able to:

1. discuss the six types of influences that affect the consumer's motivation to process information, make a decision or take an action
2. explain how financial, cognitive, emotional, physical, social and cultural resources, plus age and education, can affect the individual's ability to engage in consumer behaviours
3. consider how the availability of time, distraction, complexity and control of information can affect consumers' opportunity to engage in consumer behaviours.

## CHAPTER OUTLINE

### I. Consumer motivation and its effects

- A. Motivation is an inner state of aroused energy directed toward achieving a goal. An outcome of motivation is behaviour that takes effort.
- B. Consumers can be motivated to engage in behaviours, make decisions, or process information in the context of acquisition, usage or disposition of an offering.
- C. Motivation impacts how consumers process information and decide.

### II. What Affects Motivation?

- A. Personal relevance
  1. Consistency with self-concept
    - a) Something may be personally relevant to the extent that it has direct bearing on the self and has potentially significant consequences or implications for one's life.
    - b) As things become more personally relevant, they are more likely to motivate us to behave, process information, or engage in effortful decision making about these things, and we will experience considerable involvement when buying, using or disposing of them.
    - c) Marketers can increase a consumer's motivation to process promotional materials by trying to make the information as personally relevant as possible.
  2. Consistency with self-construal
    - a) Our view of who we are is based on our relationships with others.
- B. Values
  1. Something may be personally relevant.
    - a) Your self-concept or your view of yourself and the way you think others see you is important in marketing.
    - b) Consumers are more motivated to attend to and process information when they find it consistent with their values or beliefs that guide what people regard as important or good.
- C. Needs
  1. Types of needs
    - a) Social needs – social needs are externally directed and relate to other individuals (e.g., the need for esteem, succor and modeling).

- b). Non-social needs – those whose achievement is not based on other people (e.g., the need for sleep, novelty, control and understanding).
  - c) Functional needs – those that motivate the search for products that solve consumption-related problems.
  - d) Symbolic needs – those that affect our sense of self, self expression, and social position or role.
  - e) Hedonic needs – reflect sensory pleasure and includes needs for sensory stimulation, cognitive stimulation and novelty (non-social hedonic needs), as well as need for reinforcement, sex and play (social hedonic needs).
  - f) Needs for cognition and stimulation – those who have a high need for cognition are more likely to process information actively and engage in cognitive processing during decision making as compared to those who have a low need for cognition. Also, those who have a high OSL need more sensory stimulation; have been found to be involved in shopping and seeking information about brands; they show higher involvement in ads than those with a lower OSL.
2. Characteristics of needs
- a) Needs are dynamic.
  - b) Needs exist in a hierarchy.
  - c) Needs can be aroused by internal or external cues.
  - d) Needs can conflict. There are three kinds of need conflicts:
    - (1). Approach-avoidance conflict occurs when a given behaviour is seen as both desirable and undesirable because it satisfies some of the consumer's needs but fails to satisfy others.
    - (2). Approach-approach conflict occurs when the consumer faces the task of choosing among two or more equally desirable options that fulfil different needs.
    - (3). Avoidance-avoidance conflict occurs when the consumer faces the task of choosing between equally undesirable options.
3. Identifying needs
- a) Identifying consumers' needs is useful to marketers, but doing so is not easy.
  - b) Consumers may be unaware of their needs or have trouble explaining them.
  - c) Inferring consumers' needs based only on behaviours is difficult as the same need can be expressed in diverse behaviours.
  - d) Inferring needs in a cross-cultural context is particularly difficult.
  - e) Methods like non-directed projection ask consumers to interpret ambiguous stimuli (like cartoons, word associations, sentence completions). These techniques often allow consumers to reveal their needs by using their own words to express thoughts about a topic.

**D. Involvement**

2. Although greater felt involvement is one of the effects of motivation, consumers' underlying involvement can also influence their motivation to think and behave.
3. Consumers engage in motivated reasoning when they process information in a biased way in order to obtain the goals or conclusions that they want.
4. Types of involvement
  - a) Consumers show interest in a marketing offering over an extended period of time; contrast this with involvement that is situational or temporary.
  - b) Consumers can also be interested in thinking and reasoning, or they can rely more on their emotions and feelings in relation to a marketing offering.

**E. Goals**

1. A goal is a particular end state or outcome that a person would like to achieve.
2. Goal setting and pursuit
  - a) After we set a goal, we are motivated to form a goal intention; plan to take action; implement and control the action; and evaluate success or failure in attaining the goal.
3. Goal and effort
  - a) Consumers vary in how much effort they will exert to achieve a goal.
  - b) Research suggests that the amount of effort exerted by a consumer may depend on the success of achieving other, potentially unrelated goals.
  - c) The amount of effort also depends on feedback showing progress toward goal achievement.
4. Types of goals
  - a) Goals vary in whether they are concrete or abstract.
  - b) Goals may be described as promotion-focused (achieving positive outcomes) or prevention-focused (avoiding negative outcomes).
  - c) Consumers may have goals to regulate how they feel and/or what they do.
5. The road to goal pursuit
  - d) Consumers can achieve a single goal through various means.
  - e) Consumers can also use a single means to achieve multiple goals.
6. Goals and emotions
  - a) Goals are important because the success or failure to achieve a goal can affect how consumers feel.
  - b) According to appraisal theory, emotions are determined by how consumers evaluate (or appraise) a situation. When an outcome is consistent with consumers' goals, they appraise the situation favorably and feel positive emotions.