MEMORANDUM ONE

40,000 People Told Us What Motivates Them Most

DAVID ALLISON INC

Market Movitation **Advisors**

More
effective
marketing

Based on 40,000 social-science surveys from across North America, we've discovered a new way to define a target market, and motivate them to buy your product, service or brand.

We call our new system Valuegraphics.

It's the new science of mass market motivation.

We found a way
to movitate
more people
700% more often

Valuegraphics can increase the effectiveness of marketing messages and the ROI of marketing budgets by as much as 700%.

Think of it this way: demographics and psychographics only define who a target market is, and how they behave.

Valuegraphics are more useful: they define the shared values of a target market, or what motivates them most.

Focusing on the most motivating values we share, the things that make us human, will help organizations create more successful products, services, brands and companies.

Let's begin
at the
beginning

Depending on how far back you want to look, for a very long time age has been used to predict and enforce behavior.

Way back when, if you were male, 35 years old, still had a few teeth, and could swing a club with some degree of accuracy, you were very likely the chief of your Neanderthal clan.

Fast forward to the Middle Ages. Unmarried women of a certain age living alone on the outskirts of town were obviously witches, up to no good, and might as well be burned or drowned.

Fast forward again to the very recent past, where childless couples were thought to be selfish, May-September relationships were the subject of scorn, and women who gave birth before being married were shunned. Single men over the age of 30? They were "confirmed bachelors," which was always said with a knowingly arched eyebrow.

Today
nobody acts
their age
anymore

With the advent of what is now called Consumer Culture, when strategic ways to take advantage of the industrialized mass-production of everything were developed, no one even questioned an age-based system. In fact, I bet it seemed very sciency and smartish at the time to design every product, service, message, or brand to appeal to these age-defined segments of the population.

Since then, for the next 50 or 60 years, the first question in the first meeting about the next project in every boardroom across the land has been, "How old is our target audience?"

In fact, age-based target audiences became so ubiquitous that we came up with cute names for some of them: Baby Boomers, Millennials, Generation X or Y or Z.

Zoomers are a thing now. And I saw an article the other day about something called Perennials, but I couldn't read past the first few paragraphs because my eyes rolled back into my head.

Today, 70-year-olds are getting married for the first time. Single women of all ages are adopting children of all colors. CEOs of fortune 500 companies are 30 years old. 50-year-old men are riding skateboards to work. Transgender teens are speaking up boldly. 80-year-old women are skydiving. Middle-aged housewives are climbing Kilimanjaro to raise money for refugees. Retirees are launching new online digital start-ups and making millions.

In the first decades of the second millennium, it's safe to say nobody acts their age.

And yet, in boardrooms everywhere, age is still used to predict behavior. Organizations continue to believe, despite all evidence to the contrary, that age is the way to define target audiences for successful products, services, messages or brands.

But why?

We didn't know the answer to that question.

And when we looked around for an answer, we couldn't find one except "it's always been that way."

And that puzzled us. It doesn't seem logical in an era when 60 is the new 40, and 80 is the new 60. Surely we don't all behave a certain way because of when we were born?

So we set out to prove statistically what motivates more people more often.

What motivates people is what they value

We all go about our daily rituals making a million little decisions based on a simple set of filters. What we *want* is a filter. So is what we *need*. And so is what we *expect*.

If someone wants a new car, or needs to spend more time with their family, or expects an uptick in the local economy, those three factors will influence that person to behave in a certain way. Combined, what people want, need and expect tells us what they value. And everything people do is based on what they value most.

If someone values loyalty above all else, they will make decisions based on loyalty. If someone values saving the planet, that will change how they decide to live each day.

Here's an example: Bob Smith, a 45-year-old father of three kids, must choose between an exotic vacation or buying a new car. Let's say we know that Bob *values new experiences* above all else.

He will choose to buy the new car if he's convinced it will give him more freedom to experience new things. That car means more road-trips, and more delightfully unexpected roadside attractions he'd never otherwise see. That little truck-stop diner just off Highway 45 heading south, filled with plaid-festooned burly locals, and featuring the best triple-bacon-and-cheddar burger he's ever had? His new car made that discovery possible.

Unless of course the vacation can be presented as a once-in-a-lifetime experience, one that will give him a new perspective on life, allow him to meet the tribal chiefs of a reclusive llama-herding nomadic people on the plains of Mongolia, and give him something to talk about with his family and friends for years to come.

What's important about Bob and his big decision is *what he values*. We can convince him that a new car will align with his values. But we can also make a great case for the trek through the plains of Mongolia.

If we could figure out how to cluster people together into target markets based on what they want, need and expect, *we could sort out what they value* more than anything else.

And if we create our products, services, messages and brands to target the values that drive people to make decisions, we'd be able to motivate them more effectively.

Introducing the Motivation Database

We started by creating a survey to test what people *value* most, based on their *wants, needs* and *expectations*.

We designed the survey by combining questions from the World Values Survey, the World Happiness Index, the Bhutan Gross Domestic Happiness Index, and various other established studies. These are respected and well-known social-science tools used to determine things like which city has the happiest people, where is the best place to live, and what countries are economically making waves.

For each of the surveys we collected, the respondents told us what they value— what they want, need and expect from life. We combined these responses to create what we call the Motivation Database.

The Motivation Database includes responses to as many as 300 questions from 40,000 people about more than 40 core topics as broad-ranging as:

Ambition, Authority, Belongingness

Community, Compassion, Creativity and Imagination

Determination, Employment Security

Equality, Experiences, Family

Financial Security, Freedom of Speech, Friendships

Happiness, Health, Independence

Influence, Inner Harmony, Intimacy

Leisure, Love, Material Possessions

Money, Personal Growth, Political Freedom

Peace, Personal Responsibility, Politeness

Relationships, Security, Self-Control

Self-Expression, Social Standing, Tolerance

Trustworthiness, Unselfishness, Wealth and Well-Being.

The Motivation Database contains far more information than required to statistically claim that we have captured and catalogued the most-motivating values of the entire population of Canada and the USA.

This changes **everything**

Imagine if you were standing in a very large room and all 40,000 surveys were spread out all over the floor. Now imagine your job is to find a way to group them into piles based on some kind of logical system.

The first thing you try is grouping them according to age. Why wouldn't you? That's the system we've been using in boardrooms everywhere for decades.

But when you are done making those age-based piles, and you look at the Motivation Database to see if people of similar ages share anything in common, it's very apparent they don't. In fact, the similarities are few and far between.

For example, Baby Boomers don't agree on much of anything. According to the data, they only agree on anything 13% of the time. In other words, they do not agree on 87% of the survey questions. With that kind of disagreement, they aren't even really a group.

What about Millennials? People over 70? Generation X? 18 to 24-year-olds?

Nope, no, nada and nothing. The people in these groups couldn't be more different from each other. Like the Baby Boomers at 13%, everyone in those age-based groups barely resemble each other at all.

Once we saw those results, it confirmed what we initially thought. People are not motivated by the same things simply because they are all 23 or 46 or 71 years old.

So you keep trying.

You arrange those surveys into piles one way, and then another. You try grouping them using other commonly accepted systems like gender, race, marital status, and more.

What you will find after all that work is that none of the traditional target audiences make much sense.

You can't create target audiences using those systems anymore. Those days are done.

Of course there really is no giant room with 40,000 surveys spread out all over the floor. We did all this work on a computer, where the survey responses could be sliced and diced into infinite combinations in the blink of an eye.

Our very smart researchers asked the computer to put those surveys into various piles based on what people value: what they want, need and expect out of life. Then we looked to see which piles of surveys to were made up of people who agreed with each other on what they valued the most.

All that computer pile-making and database-checking resulted in something quite revolutionary. It could very well change how the world thinks about motivating anyone to do anything ever again.

Target markets
motivated by
the same
values

We discovered a way to create ten piles of surveys where the Motivation Database scores were remarkably similar. We call them Valuegraphic Archetypes.

The people in each archetype share one dominant value which motivates them all to make decisions about everything they do. That's powerful information to have at your disposal.

What's the most noteworthy discovery of all? The people in each group not only share a primary motivating value, but *all the other things they want, need and expect are remarkably similar too*.

In fact, these new *Valuegraphic Archytypes* agree on things as much as 700% more than the traditional audiences we've all been targeting for the last 50 or 60 years.

Baby Boomers, remember, agree on things 13% of the time. Compare that to some of our new *archetypes who agree on everything* as much as 89% of the time. That's an enormous difference.

We have
an intimate
degree of
insight

In the following pages, we introduce you to the ten new *Valuegraphic Archetypes* that you can motivate most easily, most often.

They appear in order of how closely the members of each audience agree on, well, pretty much everything.

As you read through each one, ask yourself if you'd rather create a product, service, message or brand for an audience that agrees on everything 13% of the time (cough cough, like the Baby Boomers) or as much as 89% of the time. Which will increase your chances of success?

The answer is clear. We should be focusing our budgets and our time on these new *Valuegraphic Archetypes*. To do otherwise, some might say, would be foolhardy, or even negligent. Strong words, but true.

And remember, for each archetype, we know exactly how they feel about everything from family to politics, from community to personal growth. We can use that

intimate degree of insight to create products, services, messages and brands that push all the right buttons, and motivate more people more often.

Each archetype description that follows is meant as a tiny teaser to help you understand what makes each of these new audiences so powerful. We've only included a small sampling of what we know.

Introducing
the ten
Valuegraphic
Archetypes

#1

The Adventurers Club

11% of the population of Canada and the USA who are motivated by the same things 89% of the time.

You might also refer to this audience as being incurably restless. They want new experiences and things and ideas in rapid-fire succession. They are chasing experiences rather than possessions and have lived in at least ten different locations, including at least three different countries. These folks, in the broadest sense of the word, are always on the move.

They said things to us like:

"Never give up."

"I strive to be a better me every day."

"A deeper understanding of the world has opened my eyes to so many things."

#2

The
Home Hunters
Union

37% of the population of Canada and the USA who are motivated by the same things 85% of the time.

These people told us they are at least somewhat likely to move to a new home in the next two years. They value diversity highly, feel anxious a lot, and are attracted to new ideas about where and how to live. We know a lot more about them, but this gives you a good idea of who they are.

They said things to us like:

"Sometimes I can't see where I will be in five years and that scares me."

"Supporting others facing challenges in life makes my own challenges easier to cope with."

"I appreciate everything I have in my life."

#3

The Anti-Materialists **Guild**

13% of the population of Canada and the USA who are motivated by the same things 85% of the time.

As the name of this audience would suggest, they couldn't care less about material possessions. Inversely, they care deeply about family, relationships and community. Here's an odd little tidbit, one of many things we found out about these people: they are more likely to be vegetarian than any other group. Go figure.

They said things to us like:

"In every way, my family is my life."

"I want my son to learn that there is more to life than iPhones and iPads."

"I would change my behavior if one of my relationships were threatened."

#4

The
Loyalists
Lodge

17% of the population of Canada and the USA who are motivated by the same things 83% of the time.

These are the people who have a favorite restaurant and a favorite item on the menu at that restaurant; they have no desire to change things up. They are not chasing achievement, because that would mean change, and change scares them. Once a person or a company has won their loyalty, it takes a lot to change how they feel.

They said things to us like:

"Loyalty is a true test of character."

"I love feeling the synergy of a team or a group."

"A value isn't a value unless you stick to it in the tough times."

#5

The House of **Creativity**

35% of the population of Canada and the USA who are motivated by the same things 82% of the time.

We didn't ask anyone to define creativity. We let them decide what the word meant so it can refer to anything these people want. For some it might be gardening. For others it might be sculpture. Or it could be anything else in-between. This audience all consider themselves creative, hate being bored, and spend a minimum of five hours a week pursuing their creative ambitions.

They said things to us like:

"I want to express and explore who I am."

"I believe the children are our future."

"I want to belong somewhere that allows me to express and live my values."

#6

The Environmental Assembly

17% of the population of Canada and the USA who are motivated by the same things 82% of the time.

Unsurprisingly, these people are extremely concerned about the state of the environment and their own carbon footprint. They do not support major political parties, and they tend to be highly educated. They also, for some reason, have less debt than any other audience we've uncovered.

They said things to us like:

"I was taught to respect everyone and every living thing."

"Stronger families mean stronger communities."

"Everything in life starts with good health."

#7

The Technology **Fellowship**

11% of the population of Canada and the USA who are motivated by the same things 81% of the time.

This audience views technology in a very particular way—it's about relationships, not entertainment or personal growth. They congregate through it. Therefore, they are appropriately identified as a Fellowship. They aren't big on voting, for some reason, but they do love watching and playing sports.

They said things to us like:

"Being a member of a tight community makes me feel secure."

"I live to avoid the mistakes my parents made."

"I want to spend more time with my family."

#8

The
League of
Workaholics

10% of the population of Canada and the USA who are motivated by the same things 80% of the time.

This audience is working hard; they are extremely likely to be toiling away 80+ hours a week. But they are happy about it. They highly value financial success, upward mobility, and material possessions. More than half of this group feel they learned their attitude towards work from their parents.

They said things to us like:

"Money opens doors, and miracles hide behind those doors."

"My love of collecting influences how I work."

"I like to be seen as successful. I'll even take on debt to show that."

#9

The
Savers
Society

13% of the population of Canada and the USA who are motivated by the same things 76% of the time.

Family, belonging, and financial security are the hallmarks of this group. They will avoid debt like the plague, and will save up and wait for special sales before buying the things they want. They are not attracted to the latest trends and technologies, and are very focused on retirement. As an example of the quirky things we discovered throughout our research, we learned that these people really like wine!

They said things to us like:

"My goal is to give my kids the best possible start in life."

"I want to support those around me and those I am responsible for."

"As long as I'm not the last human on earth there will always be a place where I belong."

#10

The Royal Order of the **Overdrawn**

14% of the population of Canada and the USA who are motivated by the same things 76% of the time.

There are people of all incomes in this audience, and they all have debt obligations that total at least twice what they earn each year. They love buying things, and that puts them into further debt. They probably play a musical instrument (!) and are as close to their friends as they are to their family. As with all our archetypes, their primary motivation—in this case, debt—drives all the decisions they make about everything, every day.

They said things to us like:

"I don't stress over the small stuff, the things that don't really matter."

"I don't ever want to take things for granted."

"I want my kids to have everything they want."

Motivational
Magic

Now that we've defined and profiled these new Valuegraphic Archetypes, we know exactly how we can motivate the members of each group.

Simply appeal to their primary value, and you will trigger a powerful response.

Do this right. Use these values as guidelines to create everything you do, and you can make magic happen.

Your target market will buy your product, use your service, act on your message or love your brand because you've triggered the motivator that influences every decision they make.

Here's where it gets even more interesting

We have identified the ten most-motivating values, and collected deep insights about each corresponding *Valuegraphic Archetype*, but it's important to know that most people will fit into more than one group. Human beings are very complex.

Still, one of the ten archetypes will always be the most important. It's like having more than one passport, yet one country will always feel most like home.

That's why, for each project we work on, we use the Motivation Database to create Valuegraphic Profiles, based on what the objectives are. These profiles are precisely constructed to motivate your unique target market in the most efficient way possible.

For example, it may be that home-hunting loyalist workaholics line up best with your product, or creative environmentalists with a bit of a technology fetish are most aligned with your brand.

For every target market, the Motivation Database unlocks a rich profile that reveals exactly how to motivate the members of that group.

The possibilities, and the potential for improving your efforts around anything, are endless.